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NPTA MANAGEMENT NEWS NOVEMBER 1985

MN

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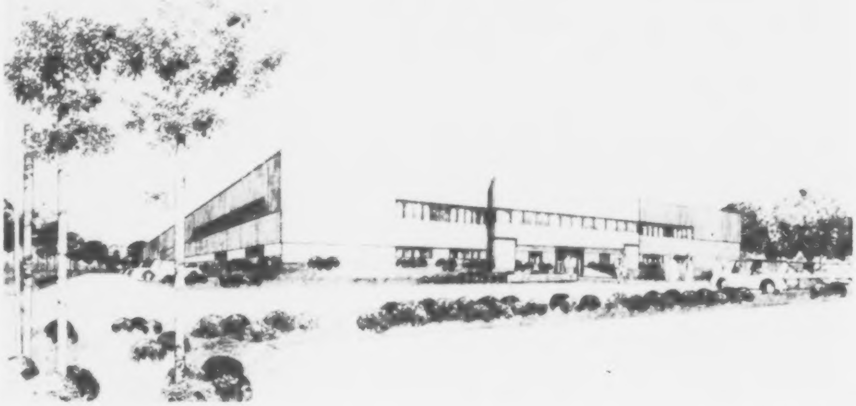


LINDENMEYR OPENS NEW FACILITY

Lindenmeyr Paper Corporation has moved its New England regional operations center to a major new facility in Canton, MA, which will also serve as sales and warehouse center for the Greater Boston area, according to an announcement by Alfred M. Schlosser, president of the 126-year-old paper merchant firm.

The structure, built specifically to Lindenmeyr specifications, represents a quadrupling of the warehouse space, and a fivefold expansion of the office space available at Lindenmeyr's former Boston location. It is located in a newly-developed industrial park positioned strategically to provide quick access to Metropolitan Boston and environs as well as to the entire northeast New England territory. Mr. Schlosser declared, "the new site will enable us to provide better and more rapid service throughout the area, and, perhaps surprisingly, permits us to make faster deliveries in downtown Boston than we could accomplish previously from our in-city location."

The new facility, Mr. Schlosser added, is fitted with the most advanced equipment available, including newly-developed storage and materials handling systems, landscaped office interiors with ambient lighting, sound-masking equipment and a state-of-the-art communications system.

In addition to extensive warehouse space with 25-foot ceilings and office areas from which the entire New England sales territory will be supervised, the facility will also house a Graphic Resource Center, providing paper-selection advice and services to the graphic arts community of Greater Boston.

KILLHOUR COMMERCIAL BUYS G.A. RINN

"I am pleased to announce that G.A. Rinn Paper in Allentown, PA, has become part of our company," said James W. Barrett, president of Killhour Commercial Paper Company headquartered in Philadelphia, PA.

G.A. Rinn was owned and managed by Bob Kline and Cliff Pate. The two men will continue to play an integral part in the future of Killhour Commercial, the company reported.

"This latest acquisition is another step taken to assure us of future growth and also enable us to better service our customers' needs," Barrett said.

NEW PAPER CONSULTING COMPANY FORMED

Walker Wiener Associates Inc. (WWA) will open its U.S. office at 190 North State Road, Briarcliff Manor, NY 10510 (914–762–8808). The new company will be managed by Norman Wiener, who has over 17 years experience in paper, printing and packaging related industries.

WWA will specialize its activities in areas relating to the needs of paper and paperboard producers, as well as major users and marketers of these grades (i.e., printers, specialty and packaging converters, publishers, distributors, retail merchandisers, etc.).

Some of the planned activities of WWA will include: marketing research, new market and product studies, sales development/planning, image/attitude studies, acquisition identification, company profiles, publicity-related research programs and market-related training speeches/programs.

Norman Wiener, VP and general manager of WWA, has been involved with marketing activities related to paper, paperboard, packaging and converted products during his career. He has held positions with Great Northern Paper, St. Regis Corp. and Strategic Futures, Inc. (SFI). In his most recent position with SFI, Mr. Wiener was responsible for the development of the company's highly received PAPOR study (Paper And Printing Outlook Report).

Walker Wiener Associates will be affiliated with Jaakko Poyry Oy of Helsinki, Finland (one of the world's leading forest products engineering and consulting firms) and Walker Watson Associates of Guildford, England, an international market research and consulting company specializing in pulp, paper, packaging, non-woven, printing and related industries serving clients worldwide. In the U.S., Jaakko-Poyry is represented by Poyry-BEK in Raleigh, NC, a specialized consulting firm that studies mill improvement.

PAPER COMPANY FOR SALE

In an effort to keep *MN* readers well informed, the magazine will publish opportunities like this one:

For Sale: Dual paper distributor in Central PA. Well established and profitable. Approximately $2 million in annual sales. Inquire in writing to MN.

ERVING CELEBRATES 80 YEARS OF SERVICE

1905.

Teddy Roosevelt was president. The Russo-Japanese War raged in the Pacific. The automobiles of the day (what few there were) were called "horseless carriages."

A ticket to the World Series between the New York Giants and the Philadelphia Athletics cost a dollar. And Erving Paper Mills produced its first paper napkin.

80 years later, that same paper company is a recognized leader in the manufacture of napkins, paper towels, bathroom tissue and other specialty papers, with a future that's brighter than the colors on its handsome new designer products, the company said.

PRESIDENT OF NEENAH PAPER DIES TRAGICALLY

The paper industry is grieving the loss of John O. Skagen, president of Neenah Paper, who was killed in the DC–9 plane crash in the Milwaukee area on September 6, 1985.

For almost 38 of his 58 years, John had served with Kimberly-Clark in various sales and management capacities, most recently as president of Neenah Paper.

Hired at Neenah, WI in 1947, John had advanced rapidly in marketing responsibilities. After a training period in Wisconsin, he was assigned to the West Coast and for a period served as regional sales manager for a paper merchant subsidiary of Kimberly-Clark. For several years, he was in sales management in New York City before being transferred to Neenah, WI with Neenah Paper. Three years ago, he was assigned to Roswell, Georgia when the headquarters of Neenah Paper was moved to that location.

He is survived by his wife, Velda of Roswell, GA, two daughters, Karen of Atlanta and Judy of Milwaukee, WI and one brother, Ernest Skagen of Stockton, CA.

UNISOURCE CONSOLIDATES WESTERN FACILITIES

Consolidation of the physical facilities of The Unisource Corporation, following the merger of two major Western paper distribution firms, has been announced by Raymond A. Peterson, president, at the company's corporate offices in Long Beach, CA.

Central regional offices and San Francisco divisional offices, warehouses and delivery facilities of former Carpenter/Offutt in South San Francisco and of former Blake, Moffitt & Towne, Bribane, CA, were moved in August, 1985 to a spacious, modern paper distribution center in Dublin, CA, according to Peterson.

Other completed physical moves, Peterson indicated, include the transfer of former Carpenter/Offutt northern regional and divisional offices, warehouse and delivery facilities in Seattle to the former BMT paper distribution center in Kent, WA; also the consolidation of all of Unisource's Portland, OR, division operations at the former BMT paper distribution center in Milwaukee, OR, and of its Fresno division operations at the former BMT South Cedar Avenue facility; and the Sacramento division's relocation to the former Carpenter/Offutt plant on Cebrain Street.

Also in process, is the consolidation of all Los Angeles fine paper and industrial products warehouse operations of The Unisource Corporation in the company's City of Commerce facility. There is also a similar consolidation underway for Unisource facilities in Phoenix, AZ, Peterson said, as well as the relocation of its Fairbanks, AK plant to modern quarters.

SHORR PAPER EXPANDS WAREHOUSE

Defying the odds and pressures of a depressed agricultural market, Shorr Paper Products has expanded its Iowa branch and opened its own 20,000 square foot warehouse and office in Marshalltown, IA.

From its beginning as a one man operation run from the home of branch manager Gary Myers, the Iowa branch will do over $3 million in sales this year.

Quality products and a hard working sales force, led by Myers, have built an enviable reputation for Shorr Paper from Omaha to the Mississippi River, the company said.

Headquartered in Aurora, IL, the 63 year old company also operates a Chicago sales office. The company sells industrial paper and packaging and is one of the Midwest's largest converters of industrial kraft and newsprint.

FONDA ACQUIRES CONTINENTAL CONSUMER PRODUCTS

The Fonda Group, Inc. has acquired the business and assets of Continental Consumer Products, Inc., manufacturers of the bondware line of paper disposables sold through supermarkets, according to

Albert C. Lasher, Fonda's chairman and CEO.

Continental Consumer Products was acquired from Federal Paperboard Company, Inc. of Montvale, NJ. In addition to the bondware consumer line trademarks and designs, Fonda has acquired Continental's manufacturing plants in Atlanta, GA, and Three Rivers, MI, as well as its raw materials and finished goods inventories. Terms of the acquisition were not disclosed.

Continental principally manufactures disposable paper plates and markets plates and cups for consumer use, mainly through major supermarket and variety store chains.

"The plants acquired in Georgia and Michigan-with our existing manufacturing plants in St. Albans, VT; Williamsburg, PA; and Santa Clara, CA-make it possible for Fonda to provide the most responsive national service to our customers," Lasher said.

This is the second acquisition by Fonda in a matter of months. Earlier this summer, Fonda acquired certain assets of Superior Paperware Company of Marion, IN, including Superior's name, trademarks and designs. Superior previously manufactured disposable paper plates and cups for consumer use, marketing through supermarket and variety store chains.

The Fonda Group, Inc., is a nationwide manufacturer and supplier of disposable paper products for both consumer and institutional foodservice use.

PEOPLE IN THE NEWS

Clyde M. Speicher, Jr. has been appointed manager of market development for the Jacksonville, FL branch of Virginia Paper Company.

James Holtsclaw, has been elected president of Carpenter Paper Company, Grand Rapids, MI. **Frank Geary** has been named vice president and treasurer and **John Idema III** has been appointed manager-internal operations.

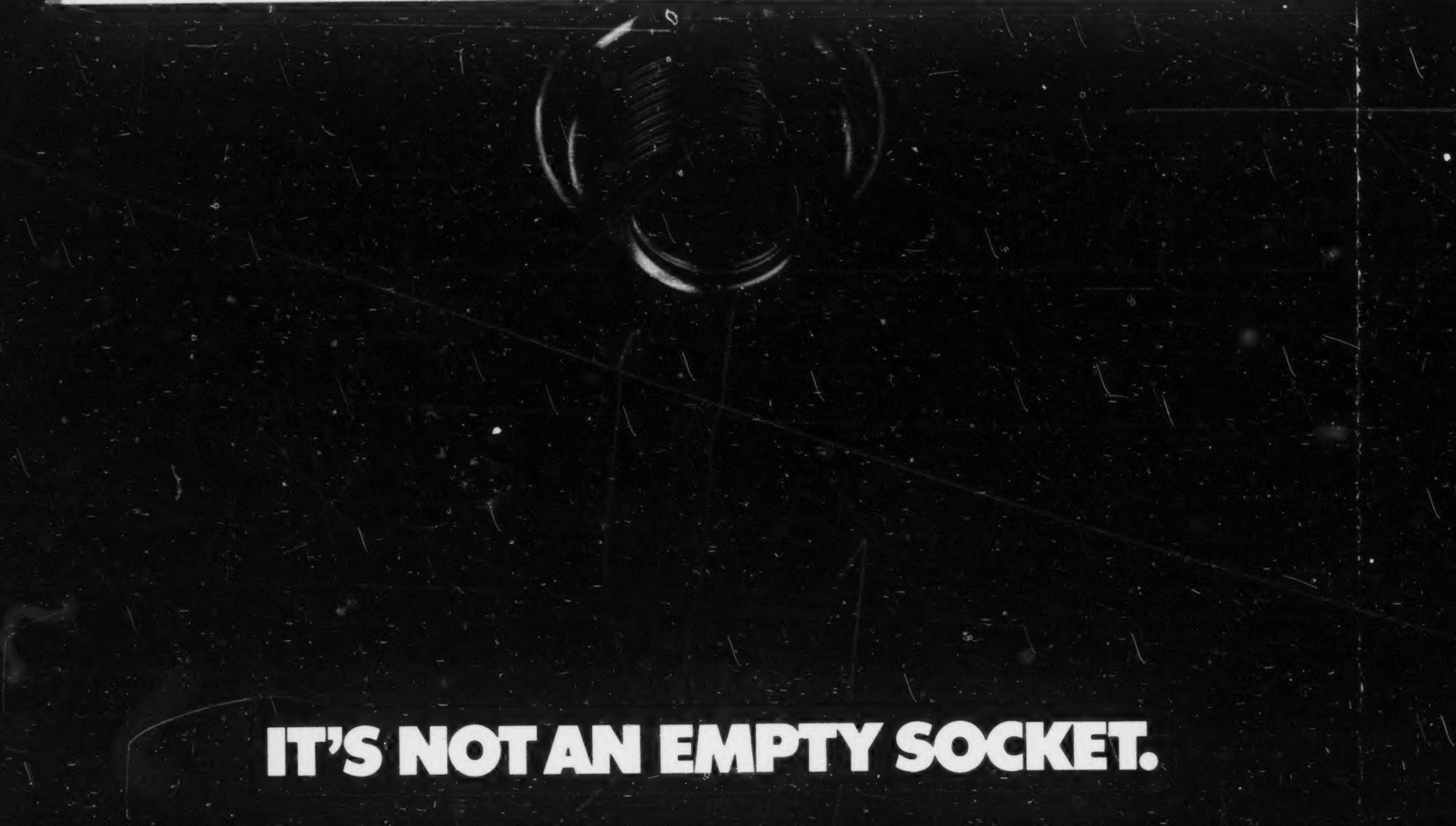
John Stangby has been promoted to assistant general manager of Butler Paper Company's Baton Rouge division. **Jerry Lippert** has replaced John as manager of their Fargo branch and **Tom Harper** has been named manager of the Sioux Falls, SD branch of the company.

Mike Maltz has been promoted by Century Papers to division manager of their Houston operation. **John Wayne** has become marketing manager in El Paso and **Steve Clark** has been named sales manager in Houston. Also named were **Jerry Maltz** as marketing manager in Austin, **Gary Strouse** has been named sales manager for the company's Houston Division and **James Lange** has been appointed as a sales manager there.

Thomas F. Cooke has been promoted to senior vice president-operations of The Lindenmeyr Paper Corporation. **John J. Curry** has been named assistant vice president in charge of real property and **Joan D. Boltax** has become assistant vice president of human resources.

Terry Domres has been named executive vice president of Niagara of Wisconsin (subsidiary of Pentair) and **Verle Sutton** has become vice president, sales.

William Frasher has been named vice president, sales and trade relations for



Marcal Paper Mills.

Robert Mastrianni has become assistant to the president of Erving Paper Mills. David G. Oxley has been named vice president-corporate marketing and William P. Ellis has become vice president-sales.

PAPER DISTRIBUTION INDUSTRY
BEST SELLERS

Rank	Publication	Last Month
1	Practical Handbook of Distribution/Customer Service. *Blanding.* $40	10
2	Branching and Market Coverage. *Healy.* $35	1
3	Measuring Customer and Product Line Profitability. *Mullins.* $35	8
4	Increasing Profits Through Better Marketing. *Healy.* $35	2
5	Paper Merchant's Guide To Personnel Selection and Evaluation. *Cotter.* $85	5
6	What Really Helps (or Hurts) Your Company's Bottom Line. *Tape and Guide.* $50.	3
7	Strategic Planning: A Fitness Program For Distributors. *Norris, Garrett, Samek.* $35	6
8	Introduction to Wholesale Distribution. *Danenburg/Moncrief/Taylor.* $35	4
9	Automated Inventory Management. *Graham.* $35	—
10	Industrial Paper Merchant Sales Compensation. *NPTA.* $40	—

BUTLER PAPER REPORTS YEAR'S PROGRESS

Butler Paper Company experienced rapid growth in 1985, as indicated by the opening of three new warehouses and the integration of Chatfield Paper's three locations in Connecticut, Rhode Island, and Massachusetts, with the Butler network. The company's growth was recognized by its parent company, Great Northern Nekoosa Corporation, when it named Butler president F.G. Walker vice president of GNN in February and elevated Butler to full division status in July.

New warehouses replaced older facilities in Milwaukee, WI, Tulsa, OK and Colorado Springs, CO. In each case, the new facilities were designed to incorporate the most modern materials handling systems, and to accommodate future growth, the company said.

The Chatfield Paper organization became part of Butler Paper in December, 1984, marking Butler's first entry into the New England market. Chatfield Paper's president, Alan Lang, became the vice president-eastern operations for Butler, assuming responsibility for the company's divisions in Maryland, Indiana and Michigan in addition to the Chatfield locations.

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IT'S A NEW BUSINESS OPPORTUNITY.

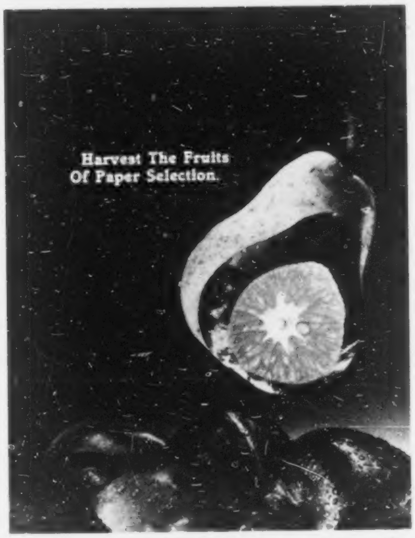
PRINTING PAPER

SHOW THEM THE FRUITS OF PAPER SELECTION

A new marketing tool, "Harvest the Fruits of Paper Selection," has been launched by the National Paper Trade Association as a campaign to promote the use of high quality paper in the graphic arts industry. It focuses on the informational needs of printers, graphic designers and other specifiers who must consider paper selection for certain types of print jobs.

"The new piece is an outstanding guide for everyone in the printing or graphic arts industry," said Frederick J. Stabbert, president of Zellerbach Paper Company and chairman of NPTA's Printing Paper Division. "It clearly indicates that 'trading up' to a better quality paper adds only a small percentage to the overall cost of a job. But the difference in the finished product may make the results sing with success," he said.

"Harvest the Fruits of Paper Selection" uses an apple, a peach and a banana to illustrate the costs of particular print jobs. Each fruit is sliced in different size sections to illustrate the relative dollar costs for each component of specific printing projects. The sliced fruit graphically demonstrates that when art and composition, research and copy, pre-press preparation, printing and binding, mailing and postage are considered along with paper cost, trading up, in one example, from a 60lb. ordinary coated paper to an 80lb. high-line coated stock adds only 2.4% to the job. There is information for both coated and uncoated papers.



The facts that are used to document costs of each job were supplied to NPTA by the National Association of Printers and Lithographers (NAPL). The data is current and realistic.

"This very special marketing tool is the hottest thing to come along for our industry in quite some time," said William H. Frohlich who is NPTA's vice president of communications and secretary of their Printing Paper Division. "The creative community has already fallen in love with the 'Harvest' concept and they have found the information to be right on the money."

"Harvest the Fruits of Paper Selection" is an 8 1/2 × 11, four page folder printed on an unnamed, very high quality coated 80lb. cover weight stock. It is printed in four color and the treatment of the fruit, being actual photographs, makes them appear three-dimensional, giving the impression that they are leaping off the paper. (Obviously, if this piece was printed on a low quality paper, the fruit wouldn't leap!)

The back page of 'Harvest' has ample room for custom imprinting, and they are available from the NPTA Communications Department at 111 Great Neck Road, Great Neck, NY 11021.

Quantity	Cost For Each	Imprinting
1–100 101–500 501–1,000	50¢ 48¢ 46¢	Custom imprinting is $65 per order
1,000–5,000	44¢	Custom imprinting is $100
5,000–10,000 over 10,000	42¢ 40¢	Free custom imprinting

TOP 10 QUICK PRINTERS IN NORTH AMERICA

Here is a list of lists of the 10 largest quick printing companies in the United States and Canada (taken from *Quick Printing* magazines survey of the top 100 companies.

Company	1984 Sales (in millions)
1. The Printing House Ltd. (Toronto, Canada)	$11.44
2. Balmar Inc. Copy Center, Div. of Balmar Printing & Graphics (Arlington, VA)	9.86
3. Spaulding Co., Inc. (Stoughton, MA)	8.25
4. Pandick Technologies, Inc. (New York, NY)	8.00
5. Gumpy Copy Centers (Kensington, MD)	7.50
6. Moore Business Center, Div. of Moore Business Forms (Glenview, IL)	6.83
7. Curtis 1000 (Smyrna, GA)	6.00
8. Express Press (Highstown, NJ)	5.50
9. Print Right, Div. of Graphic Information Systems (Wilsonville, OR)	5.20
10. CopyQuick, Inc. (Everett, MA)	5.08

IMPORT FIGURES FOR PRINTING CONTINUE TO RISE

The Commerce Department has released figures for imports and exports of printed

(Continued on page 20)

Jack Carew
President

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Richard W. Abrams Elected NPTA Chairman At the Annual Convention

The election of Richard W. Abrams to the position of Chairman of the Board of the National Paper Trade Association took place at the Association's Annual Business Meeting, held in New York City on October 6, 1985.

His friends and the people at West Coast Paper call him "RW." Richard W. Abrams succeeded his father, Dick Abrams. The company RW's dad founded in 1930 has become an integral part of the Seattle business community.

During RW's tenure as chief executive officer of the company, West Coast has grown from that original location to 12 branches and affiliated companies in the states of Washington, Oregon and Alaska.

Against the backdrop of Mt. Rainier and the Puget Sound, RW spoke with *MN* editor William H. Frohlich about his company, his Association and his industry.

MN: How did you get started in the paper business?

ABRAMS: I was born into the paper business. I worked part-time in the company while growing up. But following college, I decided to go into the research end of the paper business. It was not until after I completed my graduate work that I decided to join the family business.

MN: How long has the business been in your family?

ABRAMS: Since 1930 when my dad started it. The depression was a tough time to do that, but he did and was successful.

MN: In the 55 years of its existence, how has West Coast Paper grown?

ABRAMS: The focus of our growth has always been and will continue to be customer service; a good product at a fair price— that's how my dad started. The first three years of business was industrial papers only then he was able to add printing paper lines. For many years, industrial paper dominated. By the 1950s, it was an even split and today here at West Coast Paper, printing paper makes up about 65% of our business.

I came back into the business in 1963. At that time, we were still a single location. Subsequent to that we branched out adding five locations here in the state of Washington plus Supplyways in Oregon and other affiliated operations in the Pacific Northwest.

MN: What will the future be like for West Coast Paper?

ABRAMS: Our marketing plan calls for us to be a full service distributor serving the states of Washington, Oregon and Alaska.

MN: To make that happen really requires the help of many people. How important are your people to your operation?

ABRAMS: The people ARE our operation. The dollars happen to be tied up in inventory and accounts receivable, but the real guts of our business are our people.

We have a very low turnover rate for personnel in general. There are many qualified people on the outside that would like to come with West Coast Paper, I'm proud to say. And it's interesting to look at those who have experienced the West Coast Paper environment. I can think of many examples. The gentleman that was our warehouse manager for years just wanted a steady job. He retired some 30 years later. We have been blessed with very strong loyalty.

MN: What have you done to create that loyalty? Employers don't usually gain respect and loyalty automatically. These things have to be earned just as an employee must earn the respect of his boss.

ABRAMS: I think it's fair to say that any company has its challenges, its ups and downs. This puts people through excitement and frustration. But through thick and thin, our focus has been to keep the individual employee well-being in mind. We have sponsored programs that have helped people grow.

MN: What changes do you see taking place in the paper industry that affect your business?

ABRAMS: We're seeing some interesting things going on. There is a consolidation of productive capacity through mergers and buyouts happening now. I think this trend will continue on the production side of our industry.

On the merchant side, consolidations through mergers will probably continue. Foreign money is coming into the United States and buying up distribution on the East coast and some in the Midwest. They are actively looking here on the West coast.

Although this trend toward larger companies with more locations is in evidence, running counter to that is the fact that the U.S. saw more new business starts last year than any other year in its history. As the bigger companies grow bigger, there is an ever-increasing opportunity for smaller aggressive companies to be outstanding performers in the paper business.

MN: Do you see any threats to the paper distribution industry ahead?

ABRAMS: Certainly a threat, from my point of view, is the possibility that our industry leaders will fail to address the new technology and innovations that can make paper distribution more efficient. This can leave the door open for other modes of distribution that bring product to market. As examples, food service papers can move to the wholesale grocers or copier papers can go through an OEM. There are competitive pressures from a whole spectrum of businesses. Unless we as an industry continue to move toward more efficient means of distribution, there is a definite possibility of losing markets.

MN: Are there any significant opportunities for paper distributors on the horizon?

ABRAMS: The opportunities are unlimited. As I talk with paper merchants around the country, I'm continually amazed at some of the things individual merchants are doing. What is right for one merchant, though, is not necessarily right for another. The critical thing is to know what you are good at, where your position in the market is then to capitalize on what you do best.

Most paper merchants are very good at merchandising and distribution. They can pinpoint the segment of the paper industry that they are good at and then its very easy to add specific non-paper lines that are a natural adjunct to the segment of the industry where they are already strong. That's a good way to supplement business. But, if you can't identify the segment you belong in and what you're good at, you might be trying to do too much for too many people.

MN: That assumes that you can do some good market research. How do you keep your ear to the ground to know what's happening in your market area?

ABRAMS: We try to stay in very close communication with our sales people so that we constantly get customer feedback. On the other side of it, we always have an open ear to the manufacturers. This way we can stay in tune with what's available.

We've had instances where we've bridged between the two and have actually been a party to the development of new products to meet specific needs.

MN: That is certainly on the opportunity side. Do you have a sense of the future of the paper distribution industry?

ABRAMS: There are many things happening that are sign posts to the future. There are some significant producers in this country that have openly said that they are better off moving more product through distributors rather than selling direct. The value of the distributor is growing.

Within paper distribution itself, I see very

R. W. in his office at the headquarters of West Coast Paper Company.

efficient material handling and distribution of commodity lines whether they be industrial or printing in the future. At the other end of the scale, I see very successful companies that are willing to innovate to satisfy emerging customer needs. For example, this can be in specialty packaging or in high levels of graphic design. Many of our members have been doing this type of specialization for years.

MN: You personally have been involved with NPTA as a volunteer leader for six years on the Association's Board of Directors. What changes have you seen in that time that have benefited members?

ABRAMS: The structure of NPTA, itself, is different now. It has changed dramatically with a very heavy emphasis on education and a strong accent on service to the member firm.

Today, NPTA utilizes a plan at accomplishment on all levels. The Board relies on the direction provided by the working committees. This means that each committee has more responsibility and that working on a committee has become more meaningful.

MN: I sense you have great respect for the members of the board and working committees.

ABRAMS: Respect yes. But more than that. I admire them for their efforts. It is an honor to be able to work with the outstanding people of our industry that give up their time and talents to serve as our volunteer leaders.

MN: What are the NPTA member benefits to a company like yours?

ABRAMS: There are direct and indirect benefits. The long list of Association services, I feel, speak for themselves. I find some of the intangibles even more important at times. As a member of the paper distribution industry, the value of being part of an industry association is extremely important. We can consolidate our efforts. Whether you look at that from an educational standpoint, conveying ideas or as an interface with the suppliers to our business, the value is there. We work cooperatively to develop programs on an industry-wide basis. There is tremendous value to being part of a national organization, like NPTA.

MN: So there are benefits to both the company and industry.

ABRAMS: There ARE benefits to the industry. Whether an individual company recognizes it or not, these benefits are continually flowing back to the participating company. The more support that individual company can give to the national effort, the greater the feedback to each company in NPTA.

The momentum is circular. That's what I find so exciting about the Endowed Chair program recently launched by the PAPER Foundation. It would be impossible, to say the least, to create a research project of that magnitude by one company. As an industry effort, the payoff is down the road, but the university-level study that will take place will generate benefits that will be enjoyed by all paper distributors whether they participated or not. The forward-thinking companies are choosing to participate.

MN: In the time you have been on the Executive Committee of the Association's Board of Directors, NPTA has seen quite a number of other important developments. Why has there been so much new activity in such a short time?

ABRAMS: For one thing, the quality of the NPTA staff today is head and shoulders above what it was 10 years ago. The reason this has come about is that the Association has a well-defined focus. What NPTA is, why it exists, and where we as an Association are headed has been made clear, and this has given us both a better staff and a more sophisticated committee structure with good people willing to serve. All the people involved with NPTA are more satisfied because they can see a clear direction to their work.

MN: Is it fair to say that the committee structure drives the Association?

R. W. Abrams, left, stands in his Converting Department with Jim Crum, center, and Jim Schley.

ABRAMS: Yes it is. The way NPTA operates today is with an array of committees that are responsible to the Board of Directors for performance and accountability in their areas of expertise. What we have seen is a continuous dialogue between the Board and the committees and an increased willingness on the part of the Board to rely on the recommendations of the committees. The projects that are generated are defined by the committees and not the Board.

MN: How do you view your role as NPTA Chairman?

ABRAMS: Being the elected leader of the industry, is a humbling experience. I feel that it is important to set a tone of leadership and accountability for both the volunteer leadership and the staff.

There is a great tradition at NPTA to have among its ranks good volunteers. This is what has allowed us to prosper as an organization. As Chairman I intend to encourage both our volunteer leaders and our staff to put forth their best efforts for their own satisfaction and the benefit of our members and industry.

MN: So what will the future be like for NPTA?

ABRAMS: With the high quality of both staff and volunteers, the need is not so much to define new programs as it is to help focus on those programs most worth pursuing.

In this coming year as the leader of NPTA, my primary goal will be to have NPTA, as an Association, bringing about specific performances on projects that are in process and at the same time taking a look ahead three to five years at what the future will be. We must position ourselves today to perform in the future, especially in terms of personnel and finances.

MN: We spoke of threats and opportunities before. Do you see specific opportunities or threats to NPTA in the next three to five years?

ABRAMS: There are always threats, but I firmly believe that NPTA has always been aware of the main threat, that of not using membership dollars wisely. The Association must always be able to demonstrate that the value received is greater than the dollars spent. I think NPTA has addressed that extremely well.

We can look ahead with a great deal of confidence. At the same time, we don't dare go to sleep. We have to continue to address whether or not we are providing services to our members that give value equal to or greater than their dues payment. We are all in the service business.

MN: Thank you very much.

AT LAST . . .
A VIDEO TAPE PROGRAM THAT TELLS THE STORY OF PAPER MERCHANTS, THEIR INDUSTRY AND THEIR BUSINESS

THE ROLE OF THE PAPER MERCHANT

NPTA's video program *The Role of the Paper Merchant* has been developed to provide its viewer with two specific learning objectives The first objective is to show a paper distribution company employee the role of his company in the marketplace, the industry and ultimately in the U.S. economy.

The second objective is to demonstrate that each person's role *must* be performed if the ultimate company goal is to be achieved. In other words, a motivated, well coordinated group of employees is needed for success.

Please send me _____ copy(ies) of *The Role of the Paper Merchant* Video Tape Program with accompanying Leader's Guide.

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Gear Training Needs to Key Questions

If a company executive or sales manager follows a logical series of key questions, he will be able to evaluate his company's training needs. The success of any paper distribution company's training effort depends on how well it answers questions such as the ones found below.

Over the past few years, there has been a significant change in the way paper merchants operate their businesses, in the make-up of their product lines and the overall market place, the competition and selling environment. There is a renewed interest in developing personnel to meet there challenges.

Successful and profitable growth in this decade and beyond will come through internal development; not just through the introduction of new products, but through employee motivation and personal development programs.

Whether the merchant is in fine or industrial products, runs a single or multi-branch operation, his needs remain the same concerning the growth of his people. Yesterday's solutions to problems on sales, operations and management are not sufficient for today and tomorrow. New methods and applications must be applied.

The key to acquiring these new methods and applications is through training. It is essential for every merchant to assess his present training programs and procedures. Below are questions (originally appearing in **Training and Development Journal** that merchants should be able to answer in the days ahead in order to integrate training into the company.

Setting Up a Training Program

1. What role will training play in our organization?
2. Do we create a training department or add this function to an already existing position?
3. What is expected? Do we have a well-defined job description—responsibility vs. authority? (*What priority does training have in the company? How committed is management?*)
4. How much background, knowledge, education and experience is necessary to get the job done?
5. Are we solving our existing problems, looking toward long range growth, or both?
6. Do we create course content or buy canned programs? Can they be tailor made? *(Consider cost vs. usage.)*
7. How many will we run? *(Frequency, number of people are factors.)*
8. Who will train the trainer?
9. Do we hire outside trainers who provide course materials?
10. Is there a variety of topic selections?
11. What are the parameters on which we base our selection?
12. What is the cost effectiveness?
13. How do we evaluate and measure the outcome of each?

Analyzing Training Programs

1. What are your training objectives?
2. What is the make-up of the class?—education, experience, age, job function and sex.
3. Are there formal presentations?
4. Who? What are his/her qualifications?
5. How many presenters are there? Are there backup presenters?
6. Are all presentations specifically designed to meet training objectives?
7. Do we bring in a special speaker?
8. Are there demonstrations?
9. Is there planned group participation—workshops, team building, role play, case histories?
10. Are there practical exercises to reinforce training points?
11. Are there Q & A periods?
12. Are there study/homework requirements?
13. Is there a planned "results-analysis?" What are the measurements? How will you know that your objectives have been reached?
14. Do the participants know the objectives?
15. Will they learn how to apply what they've learned to their situation?
16. Is there too much material to cover? Too little?
17. Is the program flexible? Set by the clock?
18. Is there enough study time?
19. Is there planned breakdown discussion groups?
20. Is there program content variety? Or is it all lecture? A/V?
21. Is it rehearsed?
22. Is it possible to adapt it on-the-spot to meet audience needs?
23. How structured is it?
24. Are there enough planned breaks?
25. Are there study books, summary handouts, evaluations, etc.?
26. What are the visuals?
27. Are there live demonstrations?
28. Do the participants participate? Is this experienced, taped, and reviewed?
29. Is there to be a "hands-on" experience?
30. Is everything presented and illustrated to appeal to multi-senses?

Location of Training Sessions

In-house?

1. Do we have the proper environment?
2. What is the average class size for each program?
3. Do we have the proper size and number of rooms needed?

4. How many other departments use these rooms?
5. Will there be a scheduling problem?
6. Do we have the right number of tables and chairs?
7. Do we have the proper A-V equipment?
8. What are the outside rental charges for this equipment?
9. Do we handle the rental, depend on the facility to rent it for us, or do we buy our own?
10. How flexible can we be with our program?
11. What are our food service and coffee requirements?
12. Who is responsible for set-up and coordination?
13. What are the distractions going to be—noise, telephone, personal interruptions, delay, etc.?
14. How long is the session—½-day, 1-day, longer?
15. Must we find outside hotel sleeping accommodations?
16. Who provides and coordinates the transportation?

Out-of-house?

1. How much training should we conduct out of the company environment?
2. What type of sessions should be held elsewhere (size and number)?
3. Which levels of employees or management?
4. Should there be a tour of the company facility when in town?
5. Is this a work session or play session?
6. Intense training or awards get-together?
7. How accessible is transportation?
8. How much free time will our trainees be allowed?
9. Will our sessions run four, eight, 10 or 12 hours per day?
10. What additional costs are involved in using an off-site location?
11. Who will coordinate all off-site activities?
12. How much executive time is required?
13. How many types of courses will be offered yearly?
14. How many students will be trained each year?

EVENTS

NOVEMBER

13–15. *Printing Industry Quality Control Seminar. Chicago, Marriott O'Hare. Contact PIA*

10–15. *Paper Distribution Management Development Program, Oxford, OH. Contact NPTA.*

19–20. *Successful Inventory Management for the Wholesale Paper Distributor, Seattle, WA. Contact NPTA.*

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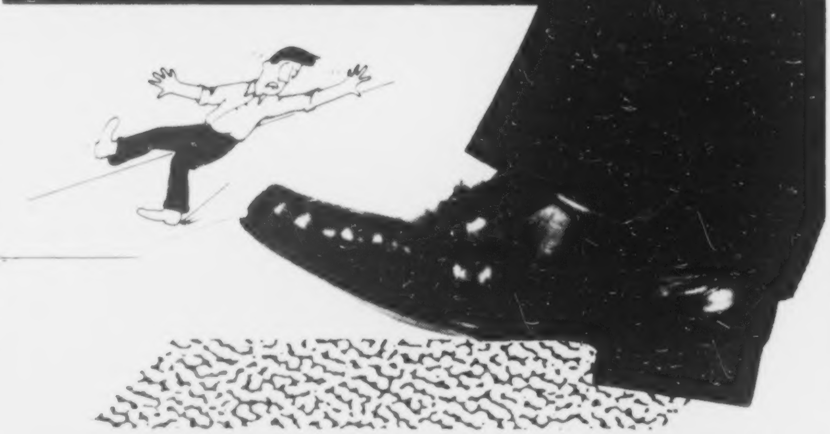

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The Volunteer Leadership of the Paper Distribution Industry

Richard W. Abrams

"The volunteer leadership of the National Paper Trade Association is its most valuable resource. The dedication of these people to our industry and its trade association, NPTA, gives me a great deal of pride."
—Richard W. Abrams, chairman, NPTA.

At a ceremony on Sunday, October 6, 1985, five men were elected to the 17 member board of directors that is charged with establishing the direction of NPTA for the next year. They all sat around a hallow rectangular table and as their names were called they stood.

During the event, some were re-elected, others elected to new positions, while some were recognized for their contribution as their term on the board came to an end.

Executive Committee of the Board of Directors (L–R) Frank J. Viegas, past chairman; Frederick J. Stabbert, second vice chairman; Richard W. Abrams, chairman; Francis J. Houlihan, first vice chairman; James B. Brame, Jr., treasurer.

Presiding at the Annual Business meeting was Frank J. Viegas, president of the Dowd Company of Woburn, MA, who was NPTA's chairman for 1984-85. In the course of the meeting, he asked those who had completed their terms of office on the NPTA board to stand. Each received a framed certificate: Hamel F. Hartinger, Anchor Paper Company, St. Paul, MN; Paul Hirsch, Liberty Paper Company, Bayonne, NJ; and Kenneth A. Leininger, Ohio & Michigan Paper Company. Viegas told those assembled of the important contribution these men had made during their tenure on the board.

For continuity sake, four members of the Association's board are elected each year to serve a three-year term of office. Also elected each year is a new treasurer who sits on the board's executive committee. The treasurer then moves through the chairs to become the top elected leader of the Association.

This year, one member did not leave the board after his term was fulfilled. James B. Brame, Jr., president of The Brame Specialty Company of Durham, NC, was elected treasurer of the Association.

Frederick J. Stabbert, president of Zellerbach Paper Company, San Ramon, CA was elected second vice chairman of NPTA and will serve as chairman of the Association's Printing Paper Division. Francis J. Houlihan, president of The Fleetwood Paper Company, Franklin Park, IL, was re-elected to the executive committee of the board and will serve as first vice chairman of NPTA and will be responsible for the Industrial Paper Division.

Richard W. Abrams, CEO of West Coast Paper Company, Seattle, WA, was elected chairman of the board for the 1985-86 Association year. (See p. 10 for an in-depth interview with NPTA's new chairman.) All terms of office run from one Annual Convention to the next.

New Board Members Elected

Jonathan O. Bloom, executive vice president of JB Papers, Inc. a printing paper company in Union, NJ, was elected to serve a three-year term on the Association's board of directors. Prior to his election, Mr. Bloom served NPTA as a member, then chairman of the Young Executives Forum Steering Committee.

Alan H. Rosenbloom, president of the Marks Paper Company, a printing paper merchant headquartered in Metairie, LA, was elected to the board. He has been with his company since 1968 and since that time has served a three-year term on NPTA's Printing Paper Division Committee.

Lawrence S. Pollock, Jr., is president of Pollock Paper Distributors, an industrial paper company headquartered in Dallas, TX, with merchant houses in 12 other locations. He has been an active supporter of NPTA programs past and present.

Ronald N. Carter is president and treasurer of Supply/Service, Inc. of St. Louis, MO. He was also elected to serve a three-year term on the board of directors. His company is an industrial paper distributor and Mr. Carter has been active in the paper distribution industry in the St. Louis area.

After their election, the men were charged to uphold the By-laws of the National Paper Trade Association and work toward the continued improvement of the paper, plastics and allied products industry.

James B. Brame

Changing of the Guard

With the elections came the movement of the chairman, Frank Viegas, to the station of "past chairman." This is an important position on the board and executive committee because it is necessary to provide leadership as well as support to the new chairman.

But what happens to the sitting past chairman? Lionel Eltis, president of The Paper Shack and Container Stores of Bossier City, LA was removed to "The Wax Works," an endearing term for the Advisory Council which is made up of all past chairmen.

The accomplishment of this task was Frank Viegas' last official act as chairman of NPTA.

Richard W. Abrams' *first* official act as chairman of NPTA was to announce: "The meeting is adjourned."

A Strong Committee Structure

"NPTA has been blessed with people who are willing to serve their industry in a variety of capacities. The committees are the heart of the Association's projects and activities," said Richard W. Abrams, NPTA chairman.

The following is a list of the Association's committees and chairman:

Advisory Council
Frank J. Viegas

Education and Training
William Ochsner

Employee Pension Plan
F. G. (Mike) Walker

Group Insurance
Paul Hirsch

Industrial Paper Division
Francis J. Houlihan

Long Range Planning
John W. Dietal

Management Information
William C. Powell

Printing Paper Division
Frederick J. Stabbert

Young Executives Forum
Michael K. Olthoff

Jonathan O. Bloom

Alan H. Rosenbloom

Lawrence S. Pollock, Jr.

Ronald N. Carter

Sales Department Performance

The performance of outside sales reps vs. sales service personnel. Outside sales rep and inside "sales service" salaries and expenses are taking a smaller bite out of gross profits for the second consecutive year for industrial and printing paper houses. Dual merchants are the exception.

One of the key aspects of a paper distribution business analyzed by NPTA's annual PAR (Performance Analysis Report) survey is the sales department. Both the outside sales rep and inside or "sales service" personnel's performance are tracked by a variety of measures.

This article reviews trends in compensation expenses for these types of employees during the past three years. All PAR statistics in the tables are medians (50% of respondents' measures fall above and 50% fall below the median figure). Merchants may find it useful to compare the salary levels they pay in relation to company gross profits for their sales personnel against industry averages. There are differences between printing, industrial and dual houses, and by region and company size.

Outside Sales Rep Trends

Printing Paper: Printing paper merchants paid their outside sales reps an average of $45,100 (including travel expenses) during 1984, up 8.7% over 1983. The smallest firms, those with sales under $10 million, paid only $36,000, while large firms with over $55 million in sales paid the highest at $56,650. Reps in the Northeast (NPTA regions 1 & 2: see page 21 for a list of regions) were the best paid in the country, $55,970 and $53,910 respectively. This is to be expected in view of the higher cost of living in this area.

Pay plus travel expenses took a smaller bite out of gross profit dollars during 1984. They accounted for 21.4% of gross profits, cut for the second consecutive year, from 24.6% in 1982. The smallest firms were substantially below this figure at 18.8%. Printing paper merchants also used more sales service employees to support field reps. This ratio rose to .58 inside reps employed per outside rep, highest of all merchant groups.

Industrial Paper: Industrial paper merchants paid their outside reps an average $35,500 (including travel expenses) in 1984, down 1.4% from the prior year. (Survey sample sizes were too small to derive meaningful comparisons by company size or by geographic region.) Like printing paper merchants, industrial houses cut outside sales rep expenses relative to gross profits for the second year in a row, to 23.4% (vs. 24.6% in 1982). Industrial merchants also utilized more sales service people to support the field reps. This ratio rose from .33 to .43 inside sales people per outside salesperson during 1984. Interestingly, larger firms had the lowest number of sales service people.

Dual Merchants: Dual paper merchants paid their outside sales reps an average of $44,100 in 1984, up 7.8% from the prior year. This fairly sizeable increase resulted in these expenses accounting for a larger share of gross profits. Pay plus travel for outside reps represented 25.3% of gross profit dollars in 1984, up from 24.8% in 1983. The smaller companies felt this trend most, as 30.9% of their gross profits were attributed to field sales rep expenses. An average of .47 sales service people supported each dual house outside rep, down from 1983 (in contrast to printing and industrial houses).

Inside Sales Service Trends

Printing Paper: The average sales service employee working for a printing paper merchant was paid $18,700 in 1984, up 2.7% from 1983. Salaries for these people ranged from a low of $16,820 for the smallest firms (net sales under $10 million) to a high of $20,250 for companies in the $20–55 million range.

Relative to gross profits, sales service expenses took a significantly smaller bite, falling from 9.7% to 9.0% in 1984. This percentage declines steadily as company size increases. Companies in NPTA region 4 (OH, MI, WV, KY) had the highest expenses at 10.4% of gross profits.

Industrial Paper: Sales service employees in industrial houses had the lowest pay scale of all merchant groups. Their average nationwide salary actually fell 1.9% to $15,600 during 1984. This is 16% lower than the typical printing paper house and nearly 20% lower than for dual merchants. Consequently, sales service expenses represented only 6.5% of gross profits, down slightly from 1983. Firms with a sales volume of $3–6 million had the highest rate at 7.8% of gross profits.

Dual Merchants: The average dual merchant firm paid sales service employees $19,400 in 1984. This is up nearly 20% from 1983 and is the highest of all merchant groups. During 1982–83 the pay scale for this type employee was about the same as for the average industrial house. This large increase may be misleading. It may be more a reflection of a smaller sample of firms included in the dual merchant database (37 in 1984, 56 in 1983) who paid higher salaries, than actual pay increases of 20%. To confirm this probability, sales service expenses represented 7.9% of gross profits, down from 8.8% the year before.

Note: For more in-depth industrial sales compensation information, order NPTA's new publication *Industrial Paper Sales Compensation*, featuring results of the Industrial Paper Division's Sales Compensation Survey.

OUTSIDE SALES REPS

SALES DEPARTMENT PERFORMANCE MEASURES ANNUAL PAR RESULTS (medians)

Printing Paper Merchants	1982	1983	1984	Your Firm
Avg. Pay & Travel Expenses Per Outside Sales Rep (000)*	$43.4	$41.5	$45.1	
Avg. Pay & Travel Expenses As % Gross Profit (%)*	24.6	23.2	21.4	
Sales Service Employees Per Salesperson	.50	.50	.58	
Industrial Paper Merchants				
Avg. Pay & Travel Expenses Per Outside Sales Rep (000)*	$32.3	$36.0	$35.5	
Avg. Pay & Travel Expenses As % Gross Profit (%)*	24.6	24.1	23.4	
Sales Service Employees Per Salesperson	.30	.33	.43	
Dual Paper Merchants				
Avg. Pay & Travel Expenses Per Outside Sales Rep (000)*	$37.4	$40.9	$44.1	
Avg. Pay & Travel Expenses As % Gross Profit (%)*	25.7	24.8	25.3	
Sales Service Employees Per Salesperson	.48	.55	.47	

*Includes supervisors but does not include fringe benefits.

INSIDE SALES SERVICE PERSONNEL

SALES DEPARTMENT PERFORMANCE MEASURES ANNUAL PAR RESULTS (medians)

Printing Paper Merchants	1982	1983	1984	Your Firm
Avg. Pay Per Sales Service Employee (000)	$17.1	$18.2	$18.7	
Sales Service Expense As % Gross Profit (%)	9.6	9.7	9.0	
Industrial Paper Merchants				
Avg. Pay Per Sales Service Employee (000)	$15.3	$15.9	$15.6	
Sales Service Expense As % Gross Profit (%)	6.6	6.6	6.5	
Dual Paper Merchants				
Avg. Pay Per Sales Service Employee	$15.9	$16.2	$19.4	
Sales Service Expense As % Gross Profit (%)	8.7	8.8	7.9	

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material for the first half of 1985. The figures reinforce a growing realization, says Printing Industries of America, that the U.S. is close to becoming a net importer of printing. The following figures for imports and exports reveal that while U.S. exports continue to decline, imports are increasing at a rapid clip.

Printed Matter For First Half 1985 vs Same Period 1984	
Exports	$657.4 million (vs $692.3 million)
Imports	$528.6 million (vs $493.7 million)
BOOKS	
Exports	$301.7 million (vs $319.4 million)
Imports	$248.3 million (vs $228.6 million)

INDUSTRIAL PAPER

FOOD SERVICE DISPOSABLES: NOT IN THE USSR

According to Atlanta columnist Lewis Grizzard, there is a desperate need to improve public health habits in the Soviet Union. Having traveled to that part of the world recently, Grizzard observed that there were no water coolers to be found. "The way to get a drink of water away from home is to put three kopecks into a vending machine which fills a glass of water. The next person uses the very same glass for their drink!"

Mr. Grizzard goes on to report that paper cups, ice cream cones and toilet paper are all made from the same grade of paper. "Coffee drips through the bottom of a cup in about thirteen seconds and ice cream cones in the Soviet Union taste like the sports section of the *Cleveland Plain Dealer.*" He goes on to say that to use the toilet paper is to risk "personal injury."

DISPOSABLES VS. REUSEABLES

The September-October issue of *Environmental News Digest* features a report on the survey "Disposables Versus Reusables: A Study of the Comparative Sanitary Quality." The report first appeared in the January issue of the public health journal, *Dairy and Food Sanitation.*

This study compares the sanitary quality of disposables and reuseables in restaurants, motels, nursing homes and hospitals, in the Ann Arbor, MI area where they were tested by the National Sanitation Foundation in 1983. Disposables were found to have far more properties as a health protector and were far easier on budgets as well.

The *Environmental News Digest* cover treatment of the issue takes a light hearted swipe at reuseables by depicting a ceramic cup being KO'd by a disposable. Copies of this publication are available through the Single Service Institute in Washington, DC.

WHAT'S IN IT FOR YOUR CUSTOMER?

A recent issue of *Purchasing World* magazine listed those items most sought by purchasers of packaging. Among those items listed in the article were:

- Ease of opening and resealing the package
- The different types of printing and flexibility in graphic design possible
- How the package lends itself to storage and fluctuating temperatures
- The weight of the package and its shelf life
- Size limitations and consumer appeal

Among other considerations were: Was the package tamperproof? Childproof? Recycliable? Does the package offer ample protection for the product? What was the *cost* of the package in total? Will the package supplier guarantee and stand behind the package? And most important of all, does the package conform to federal government specifications, regulations and state and local rulings.

WHY NOT THE JANITOR?

A recent article written by Carol Kleiman of the *Chicago Tribune* describes the predictions of the U.S. Bureau of Labor Statistics indicating that the job most in demand in the future will be that of ***Janitor.*** The article notes that in 1979 there were 2,796,000 building custodians, in 1982–2,828,000, and by 1995 there will be 3,606,000–an increase of 28%. Average salaries in 1983 ranged from $8,736 to $12,272. Male cleaners average $3,000 more a year than females.

A contributing factor to the growth in demand for janitors is new office building construction. Also, according to Joyce Moscato, research analyst for the Service Employees International Union, the growth of the health-care industry and Americans' increasing concerns about health, have helped the janitorial industry grow.

"There is also pressure to keep costs down in health care institutions, hospitals and nursing homes. They are contracting out cleaning work because it is cheaper than hiring housekeeping staff," Ms. Moscato went on to say. Her union represents a variety of service workers and some 400,000 custodians nationwide.

The article also quotes Terry J. Baker, a partner in Servicemaster, part of a nationwide cleaning service: "As more people and businesses demand better service, the job (of custodian) won't be considered so low on the totem pole. It will command more respect as people realize they will have to pay for quality service."

PAPER MERCHANT SALES REPORT

NPTA Region	Sales Per Selling Day September 1985 - Compared To - September 1984	Sales Per Selling Day September 1985 - Compared To - August 1985	Sales Per Selling Day 1985 Year-to-Date - Compared To - 1984 Year-to-Date	Days Outstanding (Accounts and Notes) At Close of September		Calendar Day Cost* of Ending August Inventory	
				1984	1985	1984	1985
INDUSTRIAL							
1	− 2.6	+ 5.9	+ 3.4	46	42	—	—
2	+ 0.1	+ 4.4	− 0.7	37	36	51	46
3	− 1.9	− 0.9	− 3.3	37	38	64	60
4	− 0.6	+ 2.3	− 2.4	39	37	51	53
5	+ 2.7	+ 9.4	+ 5.4	36	35	57	58
6	− 1.7	+ 5.7	†	40	41	—	—
7	− 3.3	+ 0.2	− 2.6	38	37	57	59
NY	+ 9.0	− 12.3	+ 10.2	46	44	—	—
Chicago	+ 3.8	+ 2.1	+ 0.0	38	39	—	42
LA	− 0.3	+ 8.9	− 2.1	52	50	—	52
US	**+ 0.2**	**+ 1.8**	**− 0.3**	40	39	55	54
PRINTING							
1	− 10.1	+ 7.7	+ 4.5	49	53	58	—
2	− 0.9	+ 6.9	+ 3.5	47	46	62	60
3	− 2.9	− 1.2	+ 5.2	43	44	78	74
4	+ 1.2	+ 6.5	+ 5.1	40	44	71	66
5	+ 4.4	+ 8.0	+ 1.1	41	45	—	77
6	− 3.0	− 1.9	†	40	39	—	—
7	+ 1.4	+ 8.2	+ 0.0	38	40	76	70
NY	+ 11.0	+ 13.2	− 0.4	42	42	—	—
Chicago	− 10.9	+ 6.9	− 5.6	43	43	—	—
LA	− 4.4	− 9.0	+ 2.7	43	43	79	80**
US	**− 0.1**	**+ 5.2**	**+ 2.1**	43	44	72	70

*To calculate montly inventory turnover, divide 365 calendar days by # of calendar days cost, e.g., 365/73 = 5.00x.

**Last month's report listed a figure of 97 days. This was a misprint, and should be 92 days.

†Insufficient data to calculate valid number.

Region 1: CT, ME, MA, NH, RI & VT
Region 2: DE, DC, MD, NJ, NY & PA (excluding NY Metro)
Region 3: AL, FL, GA, NC, SC, TN & VA
Region 4: IL, IN, KY, MI, MO, OH, WV & WI (excluding Chicago Metro)
Region 5: CO, IA, KS, MN, MT, NE, ND, SD, WY
Region 6: AK, AZ, CA, HI, ID, NV, NM, OR, UT & WA (excluding LA Metro)
Region 7: AR, LA, MS, OK & TX
NY Metro: NY: New York City, Long Island and Westchester Co. NJ: Counties of Bergen, Essex, Hudson, Middlesex, Passaic and Union
Chicago Metro: IL: City of Chicago and Cook, DuPage and Lake Cos. IN: Lake Co.
LA Metro: Cities: Los Angeles, and San Diego. Counties: Los Angeles, San Diego, Orange and Ventura (and neighboring parts of Riverside and San Bernadino)

Selling Days

The actual number of days a firm was open for business or that the sales people made customer calls [calendar days less weekends (if applicable) and holidays]. By supplying selling days of each firm, the sales per selling day are standardized according to actual business conditions or company policies.

Days Outstanding

The number of days outstanding on this report are calculated by adding the current month's sales and the previous month's sales and dividing the total by the number of calendar days of the two months. The result is a figure representing average sales per calendar day.

The total figure provided for closing accounts and notes receivable is divided by the average sales per calendar day. The result is the number of days outstanding at the end of the month being prepared.

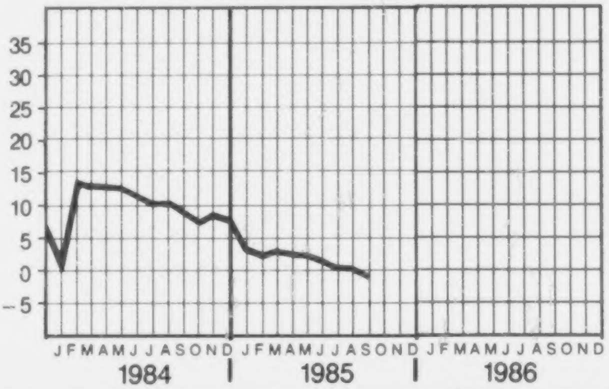
PAPER MERCHANT SALES REPORT

SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

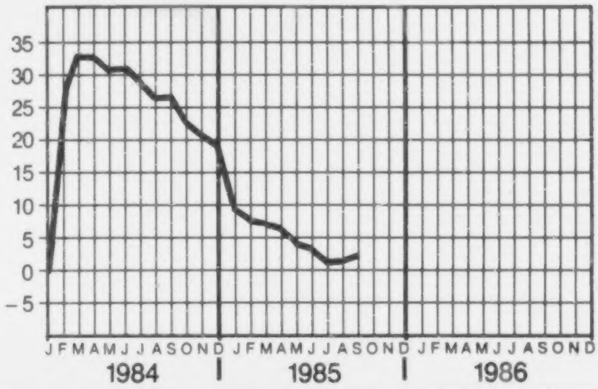
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



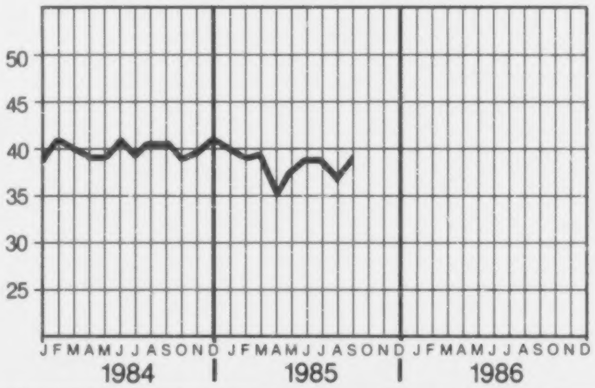
PRINTING PAPER SALES NATIONALLY



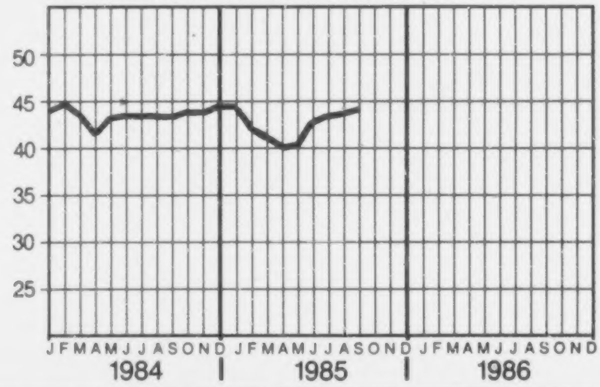
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



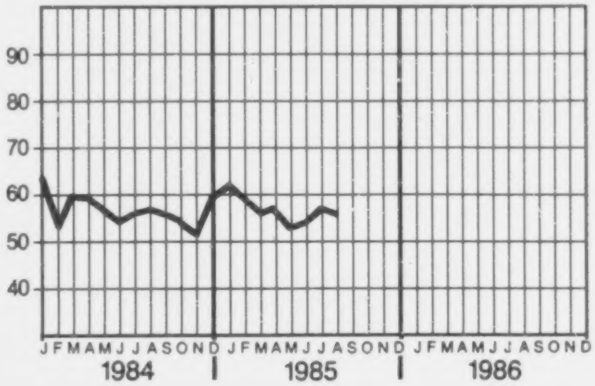
PRINTING PAPER RECEIVABLES NATIONALLY



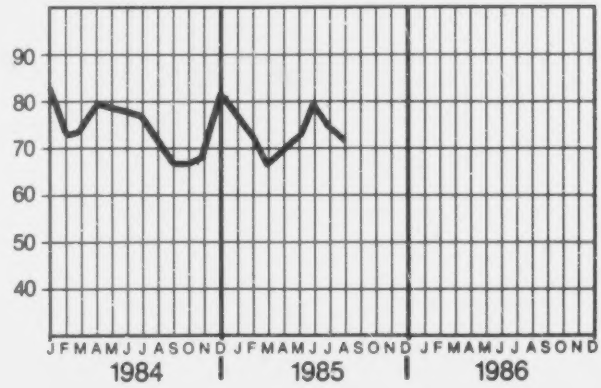
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



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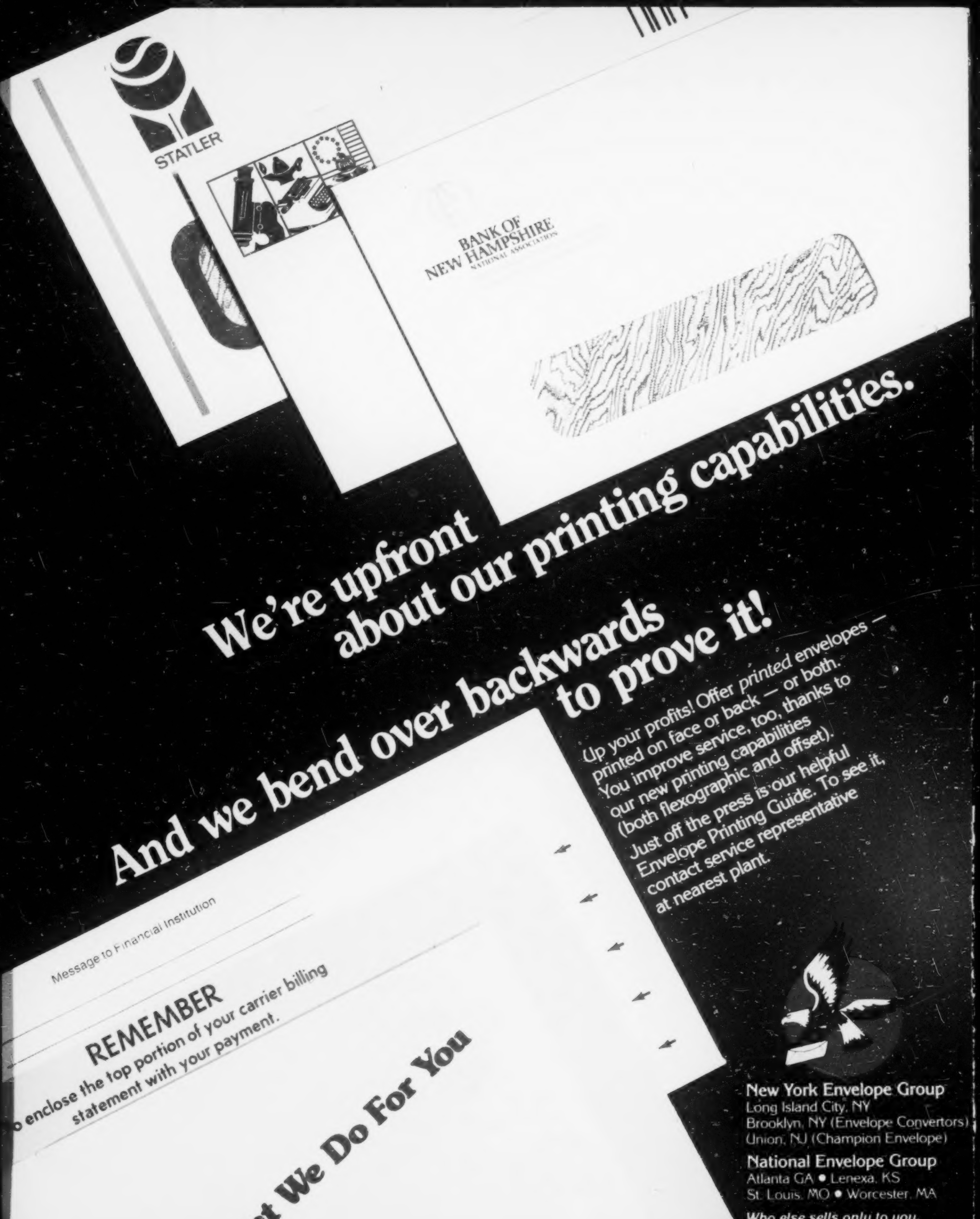
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Message to Financial Institution
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o enclose the top portion of your carrier billing statement with your payment.
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We're upfront about our printing capabilities.

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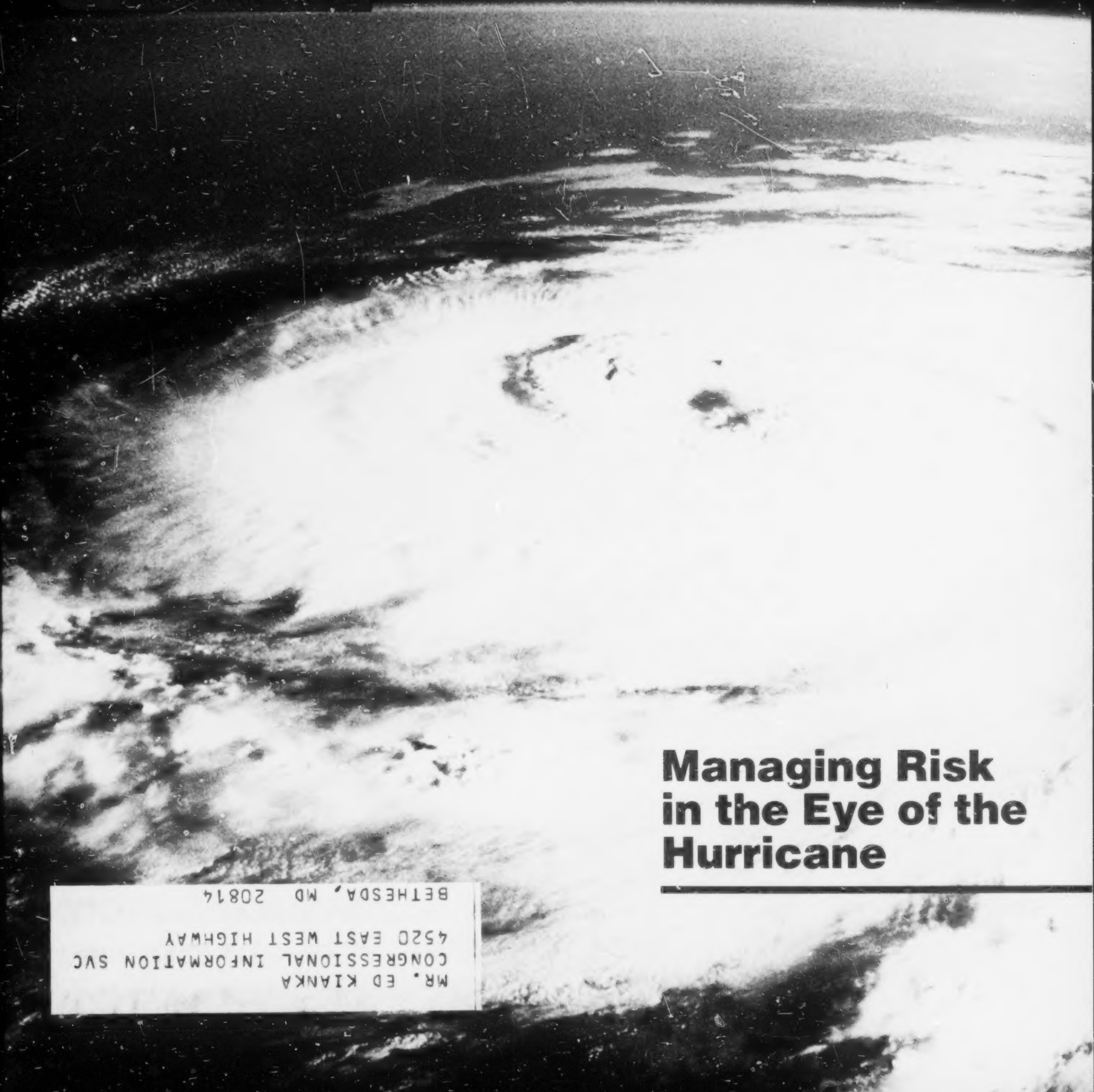
NPTA MANAGEMENT NEWS DECEMBER 1985

MN



Managing Risk in the Eye of the Hurricane

MR. ED KIANKA
CONGRESSIONAL INFORMATION SVC
4520 EAST WEST HIGHWAY
BETHESDA, MD 20814

NATIONALREGIONALITY

Zellerbach Delivers Value!

There is one distribution group in the industry that has been delivering value to its customers and to its vendors for over one hundred and fifteen years. A distribution group that has consistently, consecutively and profitably delivered the best products and services to market. It is the Zellerbach Paper Group, the one distribution network with **nationalregionality**—the service orientation and responsiveness of a regional distributor backed by the resources and strength of a national organization.

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Zellerbach
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PRINTING PAPER BUSINESS UNIT

VIRGINIA PAPER COMPANY
—Fine Papers
—Weaver Paper Company

SOUTHERN PAPER COMPANY
ZELLERBACH PAPER COMPANY

INDUSTRIAL BUSINESS UNIT

ZELLERBACH PAPER COMPANY
AGRICULTURAL SALES GROUP
ZELLPACK PACKAGING GROUP

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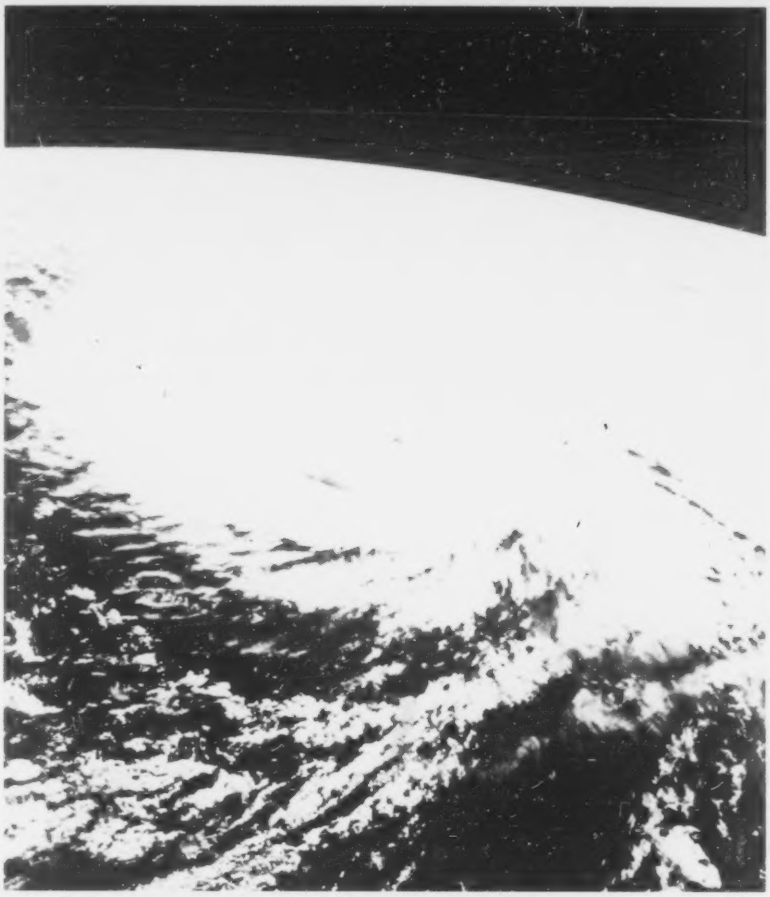

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Storm clouds of insurance risk are hanging over paper distributors. Their costs for insurance coverage in some cases have doubled; others have seen their policies cancelled. What can be done? A bold new program has some significant answers for the paper distribution industry.

19 **Foundation Nears Research Chair Goal of $1 Million**
The Paper And Plastics Education Research (PAPER) Foundation is 85% of the way to its goal to endow a research chair in paper wholesaling at the University of North Florida.

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Cover Photo: National Aeronautics and Space Administration

NPTA WELCOMES 10 NEW MEMBERS

It was with great pleasure that NPTA president John J. Buckley, Jr. welcomed 10 companies to the membership.

American Fine Paper
103 W. College Avenue
Suite 1103
Appleton, WI 54913
established: 1981
type: printing
location: 1

Carolina Retail Packaging, Inc.
711 E. Main Street
Lexington, SC 29072
established: 1973
type: industrial
location: 1

North Georgia Paper & Specialty
1507 East Main Street
Blue Ridge, GA 30513
established: 1984
type: industrial
location: 1

Packaging & Handling Supplies Company
3030 Springboro Road
Dayton, OH 45439
established: 1970
type: industrial
locations: 2

Paper Mart
5858 Corvette Street
Los Angeles, CA 90040
established: 1920
type: industrial
location: 1

Peninsula Paper Company
1991 Hartog Drive
San Jose, CA 95131
established: 1927
type: industrial
location: 1

River House Distributors
RD#1 West River Road North
Fulton, NY 13069
estabished: 1980
type: dual
location: 1

Service Paper Company
3324 Avenue S.W.
Renton, WA 98055
established: 1937
type: industrial
location: 1

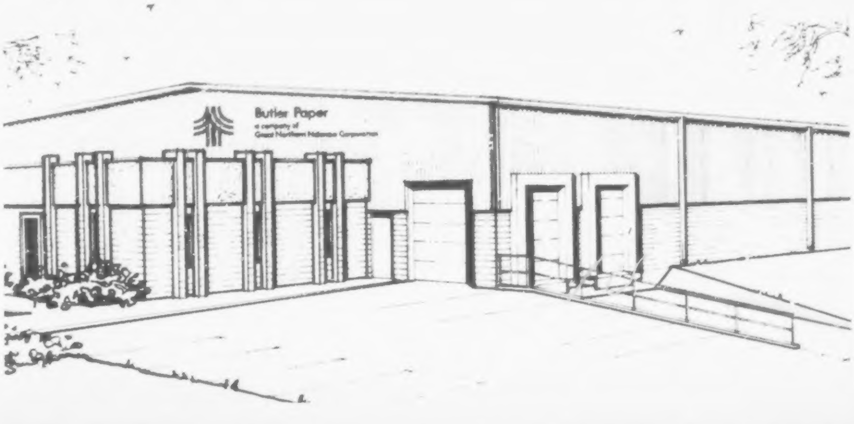
Steen-Macek Paper Company
3225 Market Street
Green Bay, WI 54307
established: 1936
type: dual
location: 1

Valiant Paper & Packaging Co., Inc.
75 Knickerbocker Road
Moonachie, NJ 07074
established: 1980
type: industrial
location: 1

BUTLER PAPER OPENING NEW WISCONSIN OFFICE

The ground has been broken for Butler's new sales office and warehouse in Madison WI. The facility is the second Butler has announced in the last 12 months, having recently completed a sales and distribution center in Milwaukee.

The new Butler warehouse, to be built in Albrecht Industrial Park, is part of the company's move to better serve what it considers to be a strong, growing community. The new 17,000 square-foot facility is expected to cost approximately $500,000 and be completed by January 31, 1986.



THE DOWD COMPANY REDEEMS OWNERSHIP

The Dowd Company, Inc., of Woburn, MA, announced that it has redeemed the ownership interest of Robert J. Dowd and the Dowd family. Mr. Dowd has retired to Florida.

Robert Dowd had been chairman of the board since 1974, having joined the company in 1942. The Dowd Company was founded in 1919 by Mr. Dowd's father, the late Harry J. Dowd.

LINDENMEYR PAPER CREATES MARKETING ORGANIZATION

Lindenmeyr Paper Corporation's president, Leonard B. Schlosser, announced the creation of a new marketing organization: Lindenmeyr Central. It is designed to specialize in the supply of paper to the magazine publishing, catalog and related volume publishing industries.

Lindenmeyr Paper Corporation is a wholly owned subsidiary of Central National-Gottesman Inc., a 100-year-old firm with an annual paper and pulp sales in excess of $1 billion.

During the announcement, Mr. Schlosser noted that the magazine, catalog and publication insert industries represented high growth areas. Schlosser also said that the type of paper required for these industries was one of Lindenmeyr's stronger products.

The new organization will function as an autonomous unit with its own facilities at 100 Park Avenue, Manhattan under the direction of Alan W. Kavasch, senior vice president of Lindenmeyr.

PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Month
1	Industrial Paper Merchant Sales Compensation. *NPTA.* $40	10
2	Practical Handbook of Distribution/Customer Service. *Blanding.* $40	1
3	Wholesaler Inventory Control. *VanDeMark.* $23.60	—
4	Merchandising To Maximize Your Margins. *VanDeMark.* $21.60	—
5	Measuring Customer and Product Line Profitability. *Mullins.* $35	3
6	Branching and Market Coverage. *Healy.* $35	2
7	What Really Helps (or Hurts) Your Company's Bottom Line. *Tape and Guide.* $50	6
8	Strategic Planning: A Fitness Program For Distributors. *Norris, Garrett, Samek.* $35	7
9	Automated Inventory Management. *Graham.* $35	9
10	Increasing Profits Through Better Marketing. *Healy.* $35	4

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

ZELLERBACH SELLS OFFICE PRODUCTS UNIT

The Office Products Business Unit of the Zellerbach Paper Group will complete the consolidation it began a year ago, with a new parent company.

Andlinger & Co., an investment banking and management firm, bought the Office Products Unit which consists of Stationer's Distributing Company and Zellerbach Office Products. The two organizations have a combined sales volume of $250 million and employ approximately 1,000 people.

The consolidation of the two entities should be completed in 1986 with no changes in management or operating policies. In fact, Stationer's Distributing Company's headquarters will remain in Fort Worth, TX, with Richard Baker as president.

"When we made the decision to focus on our printing paper and industrial distribution activities," said Frederick J. Stabbert, president of the Zellerbach Paper Group and senior vice president of Crown Zellerbach, "we wanted to conclude a sale of the office products business that would be in the best interests of all concerned."

UNITED GROUP PLANS CONFERENCE

The third Annual Member/Supplier Conference of the United Group will be held at the Boca Raton Club in Boca Raton, FL, from February 16-19, 1986.

The conference should help members: develop closer relationships between themselves and the group's preferred sources of supply, outline to attendees. The United Group's 1986 marketing programs and the sharing of marketing successes among member companies.

Recently, the Group's new Preferred Account Program was announced by president of the United Group James R. Gardner at the National Paper Trade Association Convention in New York.

GUMMED INDUSTRIES INSTALLS NEW OFFICERS

Herbert B. Adelman was recently re-elected president of The Gummed Industries Association, Inc at the association's annual meeting. Jack W. Holland was elected vice president of the association.

Mr. Adelman is president of The Crowell Corporation; Mr. Holland is president of Holland Manufacturing. Also, Rod DeSpirito, president of Tape, Inc., was elected to the board of directors.

The association, which represents leading manufacturers of gummed sealing tape and corrugators box tape, component materials and machinery and equipment for sealing, also provides industry information to its members. At this meeting, the association provided lectures on topics such as labor negotiations and collective bargaining.

CORDAGE PAPERS LAUNCHES GRAPHIC ARTS COMPETITION

Cordage Papers of Cleveland (part of The Cincinnati Cordage and Paper Company) has announced a six-month competition for area graphic arts professionals. The special event has been named *The First Northeast Ohio Cordage Papers Specifier Competition.* Winners in three categories will choose from seven day vacations for two in either the Caribbean or Hawaii.

Raymond E. Weaver, Cordage Papers of Cleveland president, explained that the purposes of the competition are "to reaffirm the importance of paper selection as a principle contributor to print media effectiveness," and "to emphasize the key role that designers and purchasers must play in paper specification."

Eligible entries will consist of individual pieces printed on stock from Cordage

Papers of Cleveland between November 1, 1985 and April 30, 1986. Three diverse categories will allow for corporate communications, product promotions and short run items such as announcements, letterheads and the like. Judging will be based on general creativity (50%), appropriate and effective use of paper (25%), and print/production quality (25%). A non-local panel of judges will represent the graphic arts, paper, and printing industries.

PCA ACQUIRES A & E PLASTICS

The Packaging Corporation of America(PCA) has continued expanding its presence in food packaging and food service with its latest acquisition, A & E Plastics, Inc. A & E, a leading manufacturer of disposable plastic containers for the food industry, complements PCA's product lines.

"A & E Plastics represents an exciting addition to PCA," Packaging Corporation of America president and CEO, Monte R. Haymon said. "A & E is well positioned for future growth as a result of its nationwide distribution system and its high quality product line.".

STANLEY PAPER RELOCATES

Formerly located in the Van Nuys, CA section of Los Angeles, the Stanley Paper Company has relocated its operation to the city of Vernon, CA.

All of the company's divisions will now be housed under one roof in the newly renovated 75,000 square-foot high-cube facility. This will be the first time that Stanley Paper Company and its divisions—Wright Container, Donill Die Cutting, and the Contract Tape Division—will operate together. Offices are located on the second floor of the facility.

Stanley Paper Company, founded in 1967, is now located at 3130 Leonis Boulevard, Los Angeles, CA 90058.

API/NFPA RATED BEST INDUSTRY LOBBYISTS

When the American Paper Institute/National Forest Products Association talks, Washington policy-makers listen. According to the magazine, *The Environmental Forum*, as reported in the *Paper Trade Journal*, the API/NFPA is the most influential industry group "in determining the course of federal environmental programs."

Washington's top, environmental policy professionals—from the Environmental Protection Agency, the Executive Office and Congress—responded to *The Environmental Forum's* questionnaire, giving the API/NFPA its "Triple-A" rating. The Forum's questionnaire asked policy-makers which industry environmental organizations were the "most influential, most effective, most respected and most credible in helping establish meaningful environmental programs at the federal level."

The Environmental Forum's editor, Bud Ward said API/NFPA's high rating could be attributed to several factors. "It represents what is perceived as a relatively clean industry," Ward said. Also, the lobby group has a reputation as a politically astute organization among federal policy-makers.

KIRK OPENS NEW DOWNTOWN LA STORE

Kirk Paper Company, Inc. will open a new store in Downtown Los Angeles at 1611 E. 15th St. Monday, November 4th.

Kirk, with both a commercial and stores division, has been serving this market area for the past 38 years. In addition to the large assortment of paper and graphic arts supplies, the new 32,000 square foot store will contain its own cutting department, featuring a 35-inch Programmable Guillotine Cutter.

PAPER ENTERPRISES TAKES MACY'S OUT TO LUNCH

Creative, innovative merchandising is the lifeblood of distributors. Paper Enterprises/Elaine Products, a leading supplier of creative packaging, quality paper goods and restaurant equipment/supplies in New York showed Macy's just how much a paper distributor can offer.

The world's largest department store needed a disposable picnic basket for a special promotion run by its popular Marketplace carry-out food emporium. The disposable box had to be strong enough to hold several pounds of food and implements, yet handsome enough to convey Macy's quality image. The picnic basket also had to be flexible enough to hold six different thematic lunches for two.

macy's picnic
the cellar
macy's picnic

According to president of Paper Enterprises Herb Sedler, when Macy's approached the recently formed joint company with the project, Paper/Elaine viewed it as a chance to demonstrate one of the company's strengths. The result, a corrugated disposable wicker hamper which holds a small picnic table, disposable cutlery, napkins and plates plus the food, speaks for itself.

The Macy's Picnic was a highly popular and successful summer item. "Our design worked well enough for Macy's that they've asked us to start work on a new lunch basket promotion," Herb Sedler said.

PEOPLE IN THE NEWS

Paul Crilly has been named vice president and general manager of Butler Paper's Los Angeles division. **John Wachs** has been appointed vice president and general manager of the company's Dallas division. **John Schulz** has been named vice president and general manager of Butler's Indianapolis division. **Bill Whittle** has been appointed vice president and general manager of Butler's Tyler, TX division.

Michael Berman was appointed vice president, general sales manager of the Willmann Paper Co.

John Reid Hickman was appointed vice president, finance of the West Coast Paper Company.

Thomas J. Weisenbach has been named vice president of marketing for Mead Merchants. **Craig D. Pearson** has been appointed general manager of Mead Merchant's Kansas City branch. **Dennis P. McNeal** has been appointed packaging-industrial sales manager of the Nashville area. **James L. Gardenhire** has been named the new branch manager at Mead Merchants' Birmingham, AL office. **Jerry M. Gilley** has been named vice president and general manager of the Knoxville and Chattanooga branches of Mead Merchants.

Charles White has been named the senior vice president of the Monarch Paper Company. **Ed Hunter** has been named vice president and division manager for Monarch's Houston location. **John Hampton** has been appointed manager of specification sales for Monarch's Dallas location. **Paul Bradley** has been appointed vice president and division manager of Monarch's San Antonio location. **Cecil Benner**, corporate vice president of Monarch, has retired after 21 years with the company.

Jonathan O. Bloom has been elected president of JB Papers, Inc. **Leonard Battane** has been named special accounts manager for JB Papers' New York division. **Jerry Nachbar** has been appointed director of operations in New York for JB Papers.

Philip H. O'Loane, **David S. Paxton** and **Hugh A. Ptolemy** will retire from West Coast Paper Company on December 31, 1985. Hugh, Dave and Phil have given a combined service to West Coast Paper Company and the paper distribution industry of 128 years.

John C. Whitaker has been appointed assistant to Union Camp president R.E. Cartledge on special projects.

Nancy L. Klein has been appointed manager of marketing communications for the Curtis Paper Division.

J. Fred Wallace, co-founder and chairman of the Central Paper Co., died Friday, October 18, 1985. Wallace began his career in the paper business in 1930 as a salesman for Jackson Paper Co.

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PRINTING PAPER

SALE OF PAPER PRODUCTS REPORTED BY PURCHASING AGENTS

Purchasing managers, who observe the paper industry through a quarterly survey, reported in early November that they see the paper industry "struggling" this Fall due to overcapacity, more imports, and some decline in demand. They see most buyers keeping inventories low and lead times tend to be short.

As far as specific grades are concerned, the National Association of Purchasing Management (NAPM) reported that uncoated groundwood was in plentiful supply. Shipments declined during the first half of 1985 and no new US capacity is planned.

They also said that the market for coated papers is soft. Imports have taken their toll in this area. Overall supply has been increasing during 1985.

Capacity of US mills to produce uncoated freesheet paper has increased greatly in the past 12 months. Imports of this grade have fallen but still are a factor.

BUSINESS FORMS ARE BIG BUSINESS

Nearly $6 billion worth of business forms were sold in 1984. The figures, released by the US Department of Labor and reported by the National Business Forms Association (NBFA). "When you perform some division using the US population figures," reports NBFA, "you get some interesting forms costs. For instance, the population of the United States is 237,669,000; of that number, workers total 105,005,000, and white collar workers total 57,361,000. Based on these figures, $24.98 was spent per person in 1984 on forms; $56.63 was spent per worker; and $104.32 was spent per white collar worker.

In a related note, the cost of producing the average business letter rose to $8.52. Of that, $.26 covered the cost of the materials. Actually, the cost of paper, alone, amounted to only 3%.

INDUSTRIAL PAPER

NPTA DIVISION PUBLISHES BOOK ON INDUSTRIAL SALES COMPENSATION

The Industrial Paper Division has published the results of its recent survey on the Industrial Sales Representatives' Compensation survey. The publication is the first of several new projects the division has embarked on this year.

Information on all aspects of industrial sales compensation as well as additional materials relating to this interesting topic are included in the publication which is available through NPTA at $40.00 per copy.

Francis J. Houlihan, chairman of the Division and president of the Fleetwood Paper Co. in Franklin, IL has stated that "the publication includes a gathering of many different ideas on this issue that can be as complex as it can be simple. The publication offers enough information for anyone to review their own program with new insight on how others are faring," Houlihan said. "I would highly recommend it to all searching for a better way of handling this concern."

PACKAGING REDUCES FOOD WASTE

A new report offered by the University of Arizona, prepared by Professor William L. Rathje is entitled: **Household Garbage And The Role Of Packaging**, compares the generation of residential solid waste in Mexico City with that of three U.S. cities: Tuscon, AZ; Milwaukee, WI; and Marin County, CA. Several of the findings, according to the Paperboard Packaging Council, illustrate the importance of packaging in reducing solid waste:

- U.S. households which consume considerably more processed/packaged foods, discard far less solid waste than households in Mexico City.
- Food waste in American households is about half that of Mexico City households because of the role of packaging.
- Packaging does not increase solid waste, it reduces it.

The 116-page report was commissioned by the Solid Waste Council of the Paper Industry.

NEWSLETTER ON NONWOVENS TO BEGIN

A new, bimonthly newsletter, **Nonwoven Markets and Fiber Structures Report** is being launched to cover the developments in the worldwide nonwovens industry. The first issue will be published January 10, 1986.

The newsletter will report on supplies, materials, costs, technology and the law. Also, end use markets of every variety along with industry activity from all the major nonwoven producing and consuming countries.

According to Editor Lydia W. Cain, the six-page publication is designed for the industry's decision-makers, particularly those involved in corporate management, research and development, sales and marketing, production and purchasing.

Cost of a one-year subscription(25 issues) is $259 in the U.S.($279 outside North America). For more information, contact: Lydia W. Cain, Editor, Miller Freeman Publications, 370 Lexington Avenue, New York, NY 10017.

The newest name in sales training is 25 years old.

Xerox Learning Systems is now Learning International. It's the same company, the same people and the same products and services.

What's new is our name, which brings with it the support of The Times Mirror Company, one of the nation's leading diversified communications firms.

So, on our 25th birthday, we're a new name and better than ever.

Helping people work smart

Professional Selling Skills, now in its third generation, is the most widely used sales training program in the world today. Our newest program is Interpersonal Selling Strategies. This new and powerful method will help you build profitable long-term relationships with your clients.

Improving your sales force is just one of the ways we can help. We offer a full complement of management, supervisory and customer service programs to help all your people work smart.

People to serve you the world over

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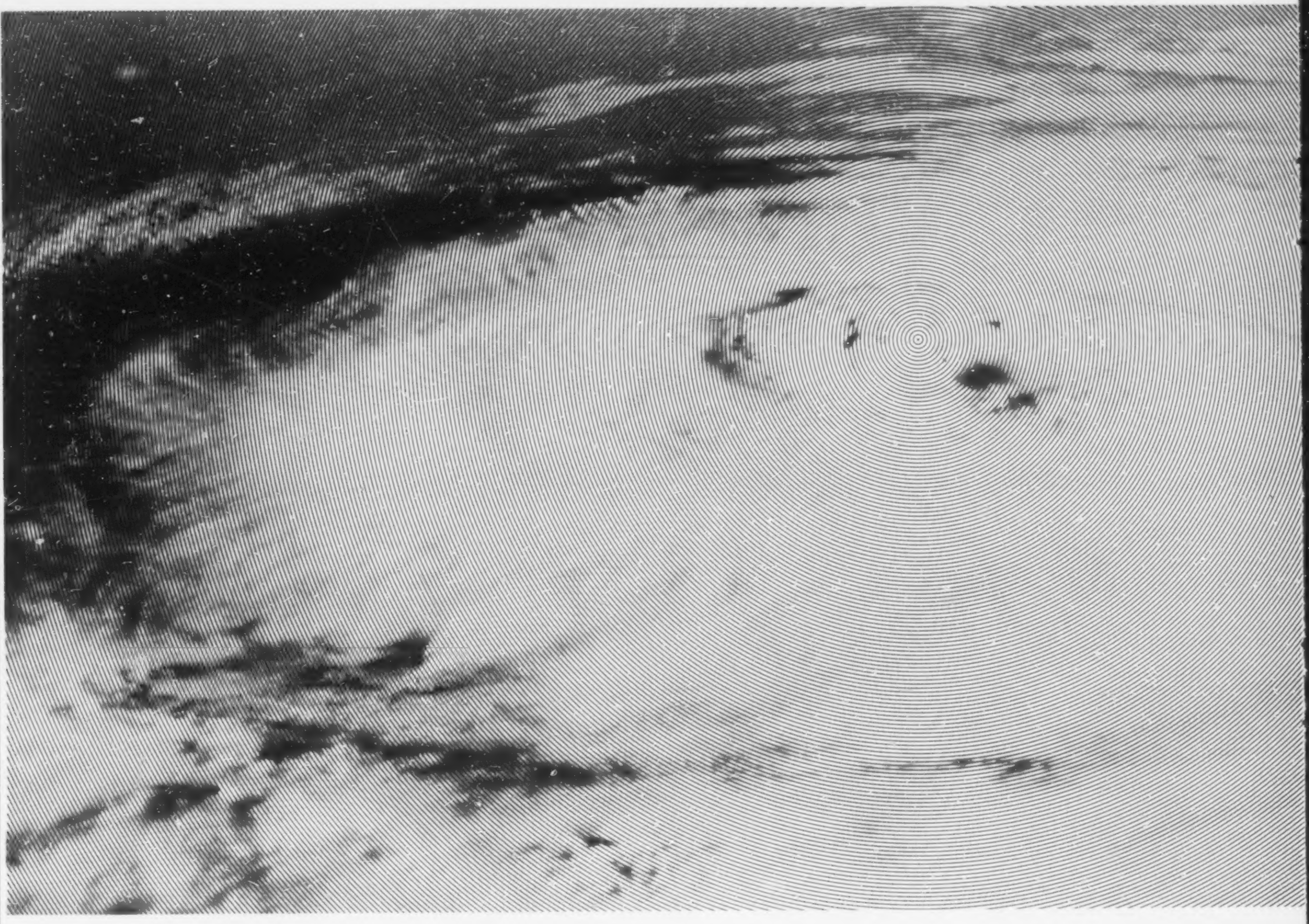


Managing Risk in the Eye of the Hurricane

It was only months ago that wholesalers first began to feel the weather change. Some sensed it earlier, but most never heard the forecast. Liability insurance rate increases were coming, policy cancellations gave the brewing storm ugly characteristics. And then, with seemingly little warning, the painful crys of wholesalers could be heard as the crashing insurance storm took its toll.

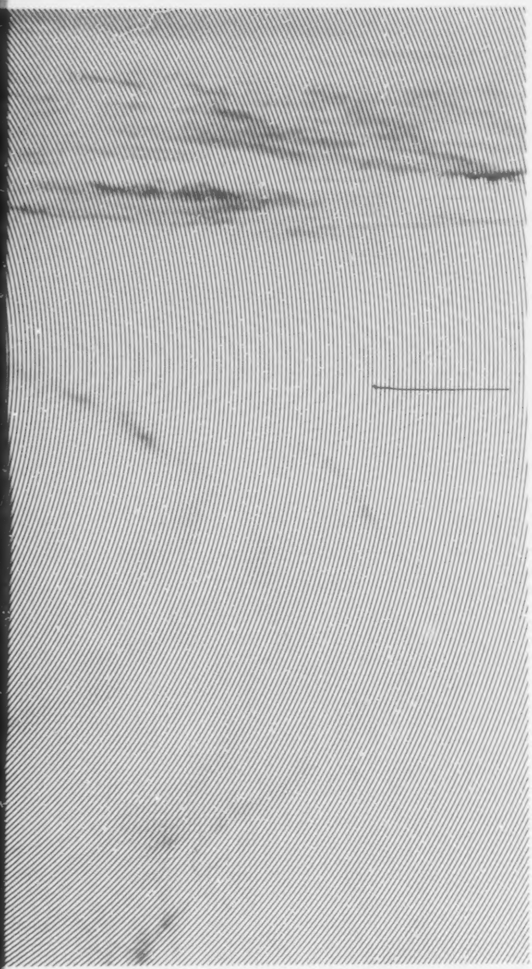
Someone asked "Why was our insurance cancelled?" An industrial merchant said "We can't explain a 300% increase in our rates." Storm clouds scatter across the sky.

"What factors have come together at this time," another asked, "that put us in this mess?" The wind is picking up.

"The storm is upon us," said Robert L. Larsen, the National Association of Wholesaler-Distributor's (NAW) insurance consultant. "It has become difficult, if not impossible, for insurance professionals to keep up to date on legal, regulatory and insurance marketplace developments.

It is no wonder that paper distributors are dangerously confused and frustrated concerning their corporate risk management responsibilities. Warning flags are late in coming for some, but all have time to act before being engulfed by the storm.

And that is the message they must hear.



A Change In The Weather

"Premiums are losses!" said Larsen. "An insurance premium is an amount that you trade as a hedge against an unknown or unpredictable loss that theoretically will be of much greater magnitude." Everyone always hopes that they will never need to call upon his insurance for help. "You can't beat the actuaries," he said. "Any time you're 'ahead' on insurance, you've died prematurely or your warehouse burned down. Some victory!"

Cyclical swings and uncertainties can be eliminated when an industry group is formed. Currently, 93 trade associations in wholesaling have come together under the NAW banner to form an insurance cooperative. Each member company of each of the associations has an opportunity to join the insurance program. One of the real pluses for a company is that to participate does not require changing brokers; any broker can write this policy, said NAW.

The program is designed for freedom of choice and counts on the help of a knowledgeable local insurance agent who can assist in making the right decisions.

The storm is upon us. It has become almost impossible to keep up with it.

Risk Retention Act

A law, passed in 1981, promised to calm the weather. The Risk Retention Act allowed groups to come together to purchase comprehensive general liability coverage, including product liability, with rates that were based on the collected experiences of the group.

It took a few years to work out the details as the insurance storm grew in size and gathered strength.

Now, wholesaler-distributors are able to pull their wagons in a circle, so to speak, and ride out the storm. NAW began to make the wholesaling industry aware of the threat in 1984. Insurance specialists hired by NAW to investigate the brewing storm revealed it to be an actual threat to corporate survival. Long-range and near-term plans were drawn up by NAW for distributors with the realization that to ignore risk management/risk transfer could prove a financial disaster for some companies.

The coverages and services of the program are marketed to members of NAW and its affiliated associations, such as NPTA, by agents associated with Market Dyne International, a CIGNA company. Market Dyne has a highly trained sales force of more than 250 independent agents throughout the country.

NPTA members may also ask their current agent or broker to obtain information or secure coverage for them from the Insurance Company of North America (INA), a CIGNA company that is responsible for underwriting the NAW program.

Either way, the agent selected can offer a complete insurance package, competitively priced with the realistic goal of lowering the NPTA member's insurance costs.

The Association Connection

An important advantage that associations bring to the insurance is the ability to negotiate reduced acquisition (sales commissions) and administrative expenses. This encourages insurance companies to work through associations in providing better product and/or price. There is also the ever present "law-of-large-numbers" that assures a higher degree of predictability to the actuarial analysis associated with "units of exposure," "anticipated loss," and "combined claim and expense ratios." Actuaries have determined that the larger the premium base, the more accurate the prediction of loss and expense. This translates into a lower "fudge factor" since the outcome is more predictable.

> *Any time you're 'ahead' on insurance, you've died prematurely or your warehouse burned down.*

Association plans properly conceived and efficiently implemented and administered, are able to have a greater impact on reducing losses than is possible for member firms insuring independently. For example, by developing more credible statistics within a given universe of firms, underwriters are better able to pinpoint cause of loss and communicate safety and loss prevention information to firms in that industry. There are many prominent examples of businesses, working through their trade associations, that have minimized common and recurring accidents. That is effective "loss-prevention engineering."

The insurance programs of NAW are unique because they combine the purchasing power of more than 40,000 member companies. The economies of scale that can be generated by associations acting together are much greater than can be achieved from a smaller number of firms acting within a single commodity-line association. The expense factors, loss-prevention engineering capabilities and actuarial credibility are greater in a program generating $25 million in annualized premium (as do the NAW Programs) than in one with $2 million.

Property/Liability/Workers' Compensation

There is no aspect of insurance risk that puts the paper merchant more in the center of the storm than property/liability insurance. Wide variations in coverage and pricing clouded the mind of even the keenest buyer.

The late 1970's through the mid-1980's saw the price of such business insurance plunge to an all-time low (in relative terms). Many wholesaler-distributors were paying less for property, general liability and commercial vehicle coverage in 1983 and 1984 than they were paying in the middle 1970's.

Now, that is all changed. Recently initiated price increases of 50% or more are increasingly common. For wholesaler-distributors in commodity lines involved with significant product liability and/or commercial vehicle exposures, the price increases have been staggering. Some paper distributors functioning as direct importers are suffering policy cancellation or price increases tantamount to unavailability of coverage.

Group Health Insurance

"Comprehensive, high-limit health coverage is not a luxury, not a fringe—it's an absolute necessity!" reports NAW. "Any employer that does not provide group health insurance is exposing each and every employee (and their families) to the very real possibility of financial ruin."

It only takes one accident, or perhaps one complicated illness, to incur a five-figure hospital bill.

The typical, paper wholesaler-distributor has fewer than 100 employees. As a result, insurance rates are determined by the "polled experience" of each insurance company (and to some extent, their reinsurers). Some member firms have produced favorable underwriting results year after year only to see their insurance premiums continue to rise, sometimes dramatically, since their individual loss experience never seems capable of generating a positive effect.

Unfortunately, the reverse is not true. Those firms that have substantial losses often find themselves facing staggering rate increases or outright policy cancellation. Even if these firms (individually) were able to take the peaks and valleys out of their year-to-year loss experience, they still suffer from an inability to effect expense reduction. Acquisition, administrative and claims handling expenses, pooling charges, "margin in error" and insurance company profit factors, when added together, usually leave only 60%-70% of the premium dollar to pay claims.

The NAW/NPTA plan presents a different picture. Using the collective experience of as many as 40,000 companies. Underwriters see the possibility of a multi-million dollar premium volume which will yield actuarial credibility, the spread of the risk over a greater number and result in expense reduction to each firm in the network.

The structure of the Group Life/Health Insurance Plan is simple. Firms in the United States, large or small, can benefit. By adjusting only the deductibles and the co-insurance levels, the plan has the ability to meet the insurance needs of all.

The plan offers a series of options in the form of riders to the basic contract. These options include a variety of dental insurance plans, life insurance variables, and even includes the ability to tailor-make specific benefits for those firms choosing to meet special health care requirements of employees and their families.

One of the most important features of the NAW Program is its ability to respond to the ever-changing mandates of federal, state and local statutory and regulatory change. Each state insurance regulator has its own ideas as to health care plan design. By establishing the NAW Program as one flexible enough to respond to the applicable directives of state and federal regulators, it remains capable of insulating individual member firms from situations where they are not meeting minimum state requirements.

Also, the IRS has its say as to the tax treatment of corporate and personal fringe benefit expenditures. Various sections of the Internal Revenue Code set forth the criteria for favorable tax treatment of group life insurance and impact on the design of group health insurance. New regulations, when promulgated, are analyzed and members are advised how best to structure a program to achieve favorable tax treatment of benefits and premiums.

The plan is "fully insured" by one of the Nation's largest and best recognized insurance companies: New York Life. Rates are determined by the ages of each firm's insured employees and by geographic location. This keeps the cost fair and equitable for all participants.

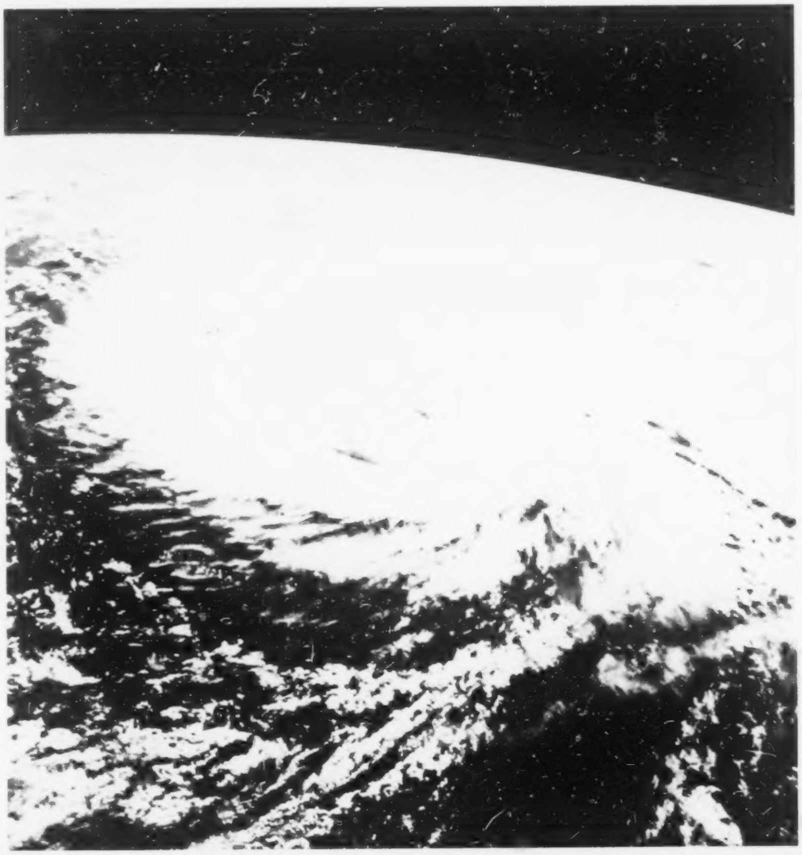
Some of the plan changes are aimed at discouraging claim abuse and/or unnecessary medical expense. For example, benefit limitations for alcoholism, drug addiction (chemical dependency) and certain treatments of mental and nervous disorders have been introduced. Second surgical opinions and, where appropriate, out-patient treatments are rewarded; non-emergency weekend hospital admissions are penalized.

Efforts are underway to provide member firms with guidance on establishing "wellness" programs for their employees and families. Empirical evidence is proving that an investment in physical fitness and employee awareness as to the importance of exercise, good eating and drinking habits, and reduced smoking and alcohol consumption is producintg $20 in savings for each dollar expended.

Disability Insurance

Of all of the personal, financial security programs that business firms should make available to their employee group, the one most likely to be missing from a corporate fringe benefit program is insurance covering the loss of income due to disability. There is no clear explanation as to why this is the case; but nevertheless, it is an established statistical fact.

It is important to note that *the possibility of becoming disabled for an extended period of time is higher than the probability of premature death.* When one considers that "economic death" can, from a financial protection standpoint, be more devastating than death itself, it is surprising that so many firms (and the vast majority of individuals) fail to insure against this potentially catastrophic loss.



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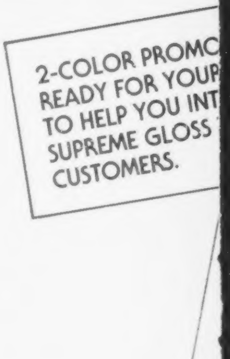
In the South call **404-951-1855** and ask for Herb Neuwirth or Wayne Neuwirth.



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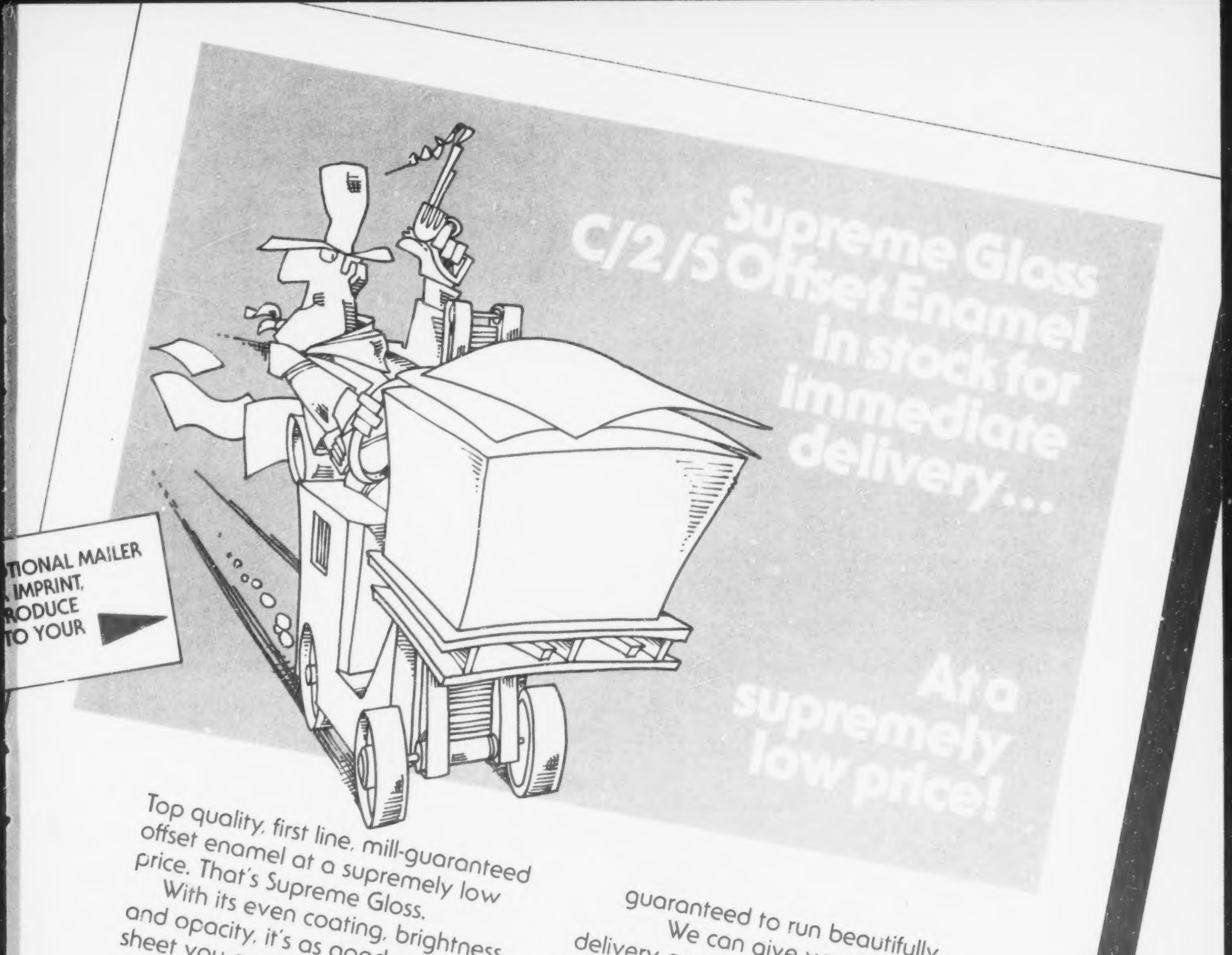

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It is the feeling of those who put together the NAW plan that every paper distributor, regardless of size, should consider insuring "income replacement" for all of its full-time employees.

Life Insurance

The life insurance industry is changing so rapidly that many insurance companies have thrown away product and rate manuals, relying, instead, on computer-generated illustrations of policy, premium, and interest projections. And, with recent tax law amendments, it's no wonder that life insurance buyers are confused!

NAW has been monitoring these developments with an eye towards negotiating a membership life insurance program that could provide rate and/or coverage advantages over similar policies available to individual members. While NAW has been successful in identifying leading-edge products (and competitive pricing), it is becoming increasingly apparent that no one policy type, or for that matter, *no one insurance company, can adequately respond to the varying needs of a majority of wholesalers.*

The life insurance industry is changing so rapidly that many insurance companies have thrown away product and rate manuals.

Robert L. Larsen, Insurance Consultant, has joined the NPTA team.

NAW is convinced that what is needed is a "Life Insurance Purchasing Service" capable of searching the marketplace, selecting the best from among a variety of life insurance policies (and companies) and, where possible, negotiating policy enhancements. The Insurance Administration Center can then work with individual members to identify their special needs. Equipped with a basic understanding of these needs, they can then recommend the policy and underwriting company best suited to meet those needs.

Accidental Death Coverage

Insurance against accidental death and dismemberment (AD&D) is widely recognized as an important, yet amazingly inexpensive, employee fringe benefit. Any employee of a member firm, regardless of age or occupation, can obtain $100,000 of coverage for less than twenty cents (20¢) per day!

In a recent year, more than 90,000 persons lost their lives in accidents. The overwhelming percentage of these were not work-related accidents: they occurred while driving, at home or on vacation.

Tragic accidents are not common. If they were, the cost of insuring against them would be considerably higher than the rates referenced above. However, unlike prolonged illness, there is no time to plan for the economic tragedy resulting from a serious accident. It's the suddenness that creates the imperative for high-limit insurance protection.

There are many and varied sources of personal accident insurance protection. Sales counters, at airports, credit card companies, riders to individual life insurance policies, even automobile insurance. Investigation confirms that none of these alternatives can compete with the plan offered by NAW/NPTA.

The Plan provides 24-hour coverage, on and off the job. It is not limited to "travel accidents." Instead, it insures against all types of accidents with only minimal exclusions (private flying, military service and war, suicide, etc). Financial planners would all agree that 24-hour coverage is a much more sensible purchase than the more limited "travel accident" plans widely marketed to individuals.

Cheryl Jansen, Insurance Consultant, has joined the NPTA team.

An Insurance Partnership

In selecting an insurer, NAW sought a different approach than what had, until then, typified association/insurance company relationships. Recognizing that what was needed was a **true partnership**, the following simple, yet in a way profound, tenets were identified as basic to an agreement with the chosen underwriter:

Competitiveness—The program must offer appropriately worded insurance coverage at realistic market prices; and

Mutual Reward—The partnership, by definition, must benefit both the underwriter and the wholesaler-distributor participants.

Long Term Perspective—The plan had to have *continuity*.

The Insurance Administration Center, located in Park Ridge, IL, is responsible for the handling of the new NAW/NPTA insurance programs. Robert L. Larsen and Cheryl Jansen are the individuals at the Center who are working with the program and are now part of the NPTA team.

The important thing to remember is that the new plan for distributors can be written by **any** insurance agent. (Your existing agent need not lose you as a client!)

Some Important Details of the Program

1. Comprehensive Hospital/Surgical/Major Medical—$100, $200, $500 deductible
2. Dental Coverage—$25, $50, $100 deductible
3. Long Term Disability—$4,000 per month maximum payout.

CHAIRMAN'S CORNER

People Benefits

This is the time of year when we look back—if only to judge how we have performed during 1985. And it is the time when we look forward with anticipation about our performance in 1986. The subject of insurance as covered in this issue of *Management News* is a timely one. The cause of our current concern about insurance—dealing with an industry which has experienced several consecutive years of underwriting losses—should help sharpen our focus and commitment to run our businesses and our industry as they should be run.

As managers we must look at the numbers and the structural side of our businesses. As managers we also take a serious look at the people side of things. As you look back, reflect upon who those few individuals are/were that have most influenced your life. As you look forward, think about those individuals whose lives you are most likely to influence. Think about how you influence them through your corporate atmosphere, your compensation and benefit programs, your training and education programs, your individual actions and by example.

As an industry, in our individual businesses, are we encouraging our people to be "whole" persons? Are we encouraging the best in each and every individual? Are we commanding performance for its own sake or are we encouraging performance as one of the joys of running the business with a focus on the human side of enterprise?

We are part of a great industry. How we contribute to the ongoing strength of our industry and our individual businesses is directly dependent upon how we help our people develop.

R W Abrams

Richard W. Abrams
NPTA Chairman

All that the paper merchant need do is complete the data collection form in this issue of Management News *and forward it to the Insurance Administration Center, to be armed with the most current information available on insurance. This helps avoid a flood of untimely insurance promotional mailings. There is no obligation.*

SURVEY FORM

By providing the data requested below, you will assure that current information on the Wholesaler-Distributor Insurance Program reaches you precisely at the time insurance expenditures are on your managerial agenda. It is not critical that you answer every question, however, the more information you provide, the better equipped we are to serve you. Please return this Insurance Survey to:

Insurance Administration Center ☐ 1480 Renaissance Drive ☐ Park Ridge, Illinois 60068

—Please Type or Print—

Firm Name ______________________________

Address ______________________________

City/State/Zip ______________________________

Attn: ______________________________ Phone #(______) ____________

Name of Commodity Line Association ______________________________

Fed. Tax. ID#______ / ______________ Fiscal Year End __________ (Month) Number of Employees: __________

......EMPLOYEE BENEFITS......

Please provide name of insurance company (if "none", or "self-insured", so indicate) as well as policy anniversary date or date of last rate change.

Health ______________________________

Life ______________________________

Disability ______________________________

Accident (AD&D) ______________________________

It would be very helpful if you include a copy of the employee booklet(s) and a copy of your most recent premium statement(s)!

......BUSINESS INSURANCE — PROPERTY/LIABILITY/AUTO/WORKERS COMP......

Please provide name of insurance company and expiration date of each policy. If you find it difficult to extract this basic information (and you probably will) have someone photostat the face page or "declaration" page of each policy (i.e., package, workers compensation, umbrella, etc.) and send those copies along with this survey. We will then extract the timing information for you.

Package (Property/Liability) ______________________________

Commercial Vehicle ______________________________

Workers Comp. ______________________________

Umbrella ______________________________

......MISCELLANEOUS INFORMATION......

Do you maintain company-owned Key Man Life Insurance ☐ Yes ☐ No

Would you be interested in attending a local or regional seminar on "Controlling Corporate Insurance Expense"? ☐ Yes ☐ No

If you have comments, questions or recommendations as to how your association can better assist your firm in controlling rising insurance expense, please include them on the reverse.

Foundation Nears Research Chair Goal of $1 Million

85% of the funds needed to endow a research chair in paper wholesaling has been collected by the Paper And Plastics Education Research (PAPER) Foundation. Additional effort is needed to push the project over the top.

John F. Church, Jr. chairman of the PAPER Foundation.

Fund raising for the Endowed Chair program is in high gear, reported PAPER Foundation chairman John F. Church, Jr. His fund raising committee has been knocking on industry doors with much success in 1985. "We certainly have many people to thank for their support," Church said. "And I would like to point out that the leaders of our industry have shown through their donations that they are concerned about the future."

That is the message that the fund raising committee is telling paper distributors around the country. Making plans for the future is in everyone's best interest. When it comes to the life-blood of the paper distributor's business, it is essential to understand how the business is changing.

Research like this is required for a number of important reasons. Paper and allied product distribution is undergoing major change. Technological developments in electronics and physical distribution are affecting all merchants. In addition, general economic and product trends, governmental edicts and changing human resources are altering the future of the industry.

The Foundation's research chair program is designed to investigate these and other areas of interest to distributors.

The Endowed Chair Program

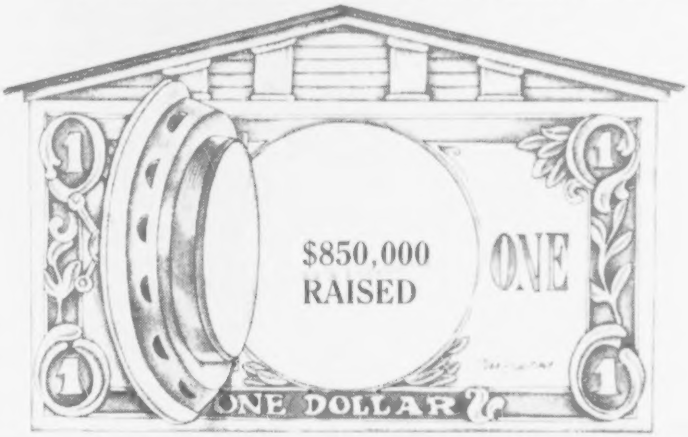
Endowing a research chair at a major university is costly. It requires a $1 million investment that need be paid only once. As an endowment, that $1 million will generate enough money each year to pay for the ongoing research.

The institution of higher education selected is the University of North Florida in Jacksonville. They are well-suited to house the PAPER Foundation program and will contribute office space and support staff.

The work of the Endowed Chair will be directed by the Board of Trustees of the PAPER Foundation. Together with the eminent scholar selected to fill the research chair and the university, specific projects will be conducted and all products of that work will be shared with the members of the Foundation.

Continued on page 24

$1 Million Goal to Endow Research Chair



Merchant Commodity Line, Customer Trends

Each year, a substantial number of paper merchants participating in NPTA's annual PAR (Performance Analysis Report) survey fill out the optional section of the questionnaire dealing with sales by commodity and customer class. From the results, total sales are broken down to percents accounted for by sales of various grades of printing and writing, industrial and personal service papers. This is also done for sales mix by type of customer merchants sell.

Following is a four-year analysis of these PAR statistics and their relation to overall trends in the general economy.

Printing Paper

Table 1 illustrates the major grades of printing paper sold by merchants and their shares of total sales. Nearly 35% of a typical merchants' sales are in coated papers. Uncoated book grades account for 24% and bond and writing papers contributed another 17%. These percentages have held fairly steady over the past 3–4 years. Bleached bristol papers have been declining steadily in relative importance, accounting for 3.7% of printing paper houses' sales in 1984. Total "business papers and commercial printing paper grades" typically account for about 57% of total printing paper merchant sales.

Table 2 presents a four year trend of sales by end-user customer. Commercial printers are the largest customer segment and their share of total merchant sales has been rising steadily since 1981 (to 58.3% in 1984). In-plant printers account for another 11.7%. This rising percentage of commercial printing sales parallels trends in the overall economy. Areas such as magazine printing, direct mail advertising, catalogs, newspaper coupons and inserts have been extremely healthy over the past several years. Also, the rising number of new business formations and entrepreneurs stimulates demand for business cards, letterhead, envelopes, brochures, etc. The U.S. Department of Commerce reported that in 1982 there were 28,196 total commercial printers operating nationwide.

There has been a slight uptrend in percent of sales to quick-copy shops (6.2% in 1984). These establishments are also increasing in number. The National Association of Quick Printers in Chicago reported in their 1982 survey of independents and franchises that 12–14,000 shops were operating that year. Growth of 15% was expected for 1983, but saturation was forecast by 1985–86, at a level of 18,000 shops.

Business office buyers and business forms manufacturers segments are two areas where future growth can be expected, while the share accounted for by book publishers has been on the decline since 1981. A dominant company in this business, Moore Business Forms, feels that the industry will grow 4–5% over the next five years, and that, contrary to some predictions, paper use in offices will *increase* rather than decrease due to the proliferation of small computers. According to the Commerce Department, there were 730 "manifold business form" establishments in 1982 and 2,591 in "book publishing and printing."

1. PRINTING PAPER

Percent of Merchants' Sales By Product
(Annual PAR Results—All Firms Mean Avg.)

Commodity	Percent of Total Sales			
	1981	1982	1983	1984
—Bleached Bristol	5.8	4.1	3.7	3.7
Commercial Printing, Business Office Buyers Grades				
—Cotton Fiber Papers	2.8	1.9	2.0	1.9
—Coated Papers(1)	30.3	36.6	36.6	34.7
—Bond and Writing Papers(2)	NA	16.1	14.3	17.2
—Mimeograph	NA	0.8	0.6	0.8
—Duplicating	NA	2.0	2.3	2.3
Subtotal:	—	57.4	55.8	56.9
Book Publishing, Quick Copier, Business Form Mfg. Grades				
—Text and Cover	NA	5.4	6.3	6.3
—Uncoated Book(3)	24.6	23.0	25.0	24.3
Subtotal:	24.6	28.4	31.3	30.6
Miscellaneous: Thin Papers, Chemical Wood, Kraft Envelope, Other	16.1	17.3	9.9	10.3

(1) Includes: free sheet coated 2-side, groundwood coated 2-side.
(2) Includes: in cut sizes, rolls, form bond.
(3) Includes: in rolls, sheets, cut sizes, groundwood uncoated

NA—Comparable data not available.

Source: National Paper Trade Association, inc.

Industrial Paper

Table 3 presents seven major types of industrial paper goods sold by industrial merchants. The largest share, 46%, is accounted for by industrial packaging supplies and equipment sold to manufacturers. The area of greatest growth has occurred in food service disposables, from 11% of total sales in 1981 to 19% by 1984. This is no doubt a consequence of consumers eating more meals away from home, at fast-food establishments. As an indication of the size of this market, the Commerce Department reported 241,772 "eating places" and 57,874 "drinking places" operating nationwide during 1982. These figures include the fast-food establishments. The total represents nearly 300,000 opportunities to sell food service disposables.

Janitorial supplies is another growth area, with its share of merchants' sales rising from 7.4% in 1981 to 10% by 1984. Sanitary papers/personal service disposables is another large segment, about 18.5% of total sales. This percentage has remained fairly constant.

Table 4 presents the customer class breakdown of sales for industrial merchants. The biggest share is sales made to industrial manufacturers—34%. The second largest customer is the retailer (other than food/drink establishments). This area accounts for about 18% of total customer sales and has held steady since 1982. Sales to fast food outlets is on the rise, to 5% of the total in 1984, while sales to health care institutions dropped from 11% to 7.3% between 1982 and 1984.

With the growth in fast food chains, sales to fast food outlets should continue to rise in the future. Also, with the aging U.S. population, health care needs should increase as well, spurring sales of paper goods to these facilities. The Commerce Department reported the following 1982 data for the number of health care establishments:

Physicians' Offices	167,882
Dentists' Offices	92,584
Hospitals	5,462
Medical/Dental Labs	11,684
Nursing/Personal Care Facilities	14,182
Outpatient Care Facilities	10,028

2. PRINTING PAPER

Percent of Merchants' Sales By Type Customer
(Annual PAR Results—All Firms Mean Avg.)

Customer	Percent of Total Sales*			
	1981	1982	1983	1984
Commercial Printers	54.6	55.9	56.9	58.3
In-Plant Printers	12.8	11.1	11.2	11.7
Quick Copiers	6.1	5.7	5.9	6.2
Business Forms Mfrs.	3.7	6.0	6.5	5.2
Business Office Buyers	3.4	1.5	2.6	2.9
Book Publishers	10.5	6.0	5.7	4.3
Government Agencies	5.3	5.4	5.5	6.1
Miscellaneous	3.8	6.8	5.4	5.1

*Totals may not add to exactly 100% due to rounding.
Source: National Paper Trade Association, inc.

3. INDUSTRIAL PAPER

Percent of Merchants' Sales By Product
(Annual PAR Results—All Firms Mean Avg.)

Commodity	Percent of Total Sales			
	1981	1982	1983	1984
Sanitary Papers & Personal Service Disposables	17.0	18.7	18.4	18.6
Food Service Disposables	11.3	13.1	15.1	19.0
Health Care Disposables	2.1	4.0	4.1	4.0
Industrial Packaging Supplies*	52.5	48.7	41.6	46.2
Janitorial Supplies	7.4	7.9	8.2	10.1
Retail/Matched Packaging	3.7	7.2	6.7	6.0
Miscellaneous	5.9	9.6	10.1	5.0

*Includes: Protective packaging, shipping boxes, tapes, other industrial packaging supplies.
Source: National Paper Trade Association, inc.

4. INDUSTRIAL PAPER

Percent of Merchants' Sales By Type Customer
(Annual PAR Results—All Firms Mean Avg.)

Customer	Percent of Total Sales*			
	1981	1982	1983	1984
Food & Food Service	7.2	7.7	8.5	7.0
Fast Food Outlets	2.3	4.0	4.9	5.0
Health Care Institutions	7.3	11.1	10.3	7.3
Industrial Mfrs.	53.6	32.1	29.9	34.1
Public Institutions	5.6	7.9	8.6	6.5
Other Retail Businesses	10.2	17.8	17.8	17.9
Other Service Industries	6.0	5.3	6.4	5.5
Miscellaneous	7.9	14.1	13.8	16.7

*Totals may not add to exactly 100% due to rounding.
Source: National Paper Trade Association, inc.

The Manager's Role as an Effective Listener

Is listening a skill that can be learned? "Absolutely," said Bruce H. Linden NPTA's Director of Education and Training. "We usually think of a good communicator as someone who is a good speaker. But that's only half of it. A good communicator, good manager or good sales representative is also someone who has good listening skills."

The CEO of the Regional Paper Corporation faced a dilemma all merchants face at one time or another. Sales and earnings for his current quarter lagged below the projections. And, when he called in his sales and marketing VPs to discuss the problem, they disagreed.

The marketing VP maintained that performance was down due to poor coordination between sales and marketing. He recommended the company let the current quarter take its course, while the firm's sales force was called in from the field and instructed in overall marketing objectives. Meanwhile, the sales VP claimed that a quick promotion would turn weak quarterly figures around.

Neither VP actually heard the statements of his colleague, instead they argued from their own points of view. Finally, the CEO began "translating" what each man was saying to the other, as if one were speaking French, the other German. From this, a plan emerged that eventually improved quarterly figures and resulted in long-term coordination between sales and marketing.

This example from Regional Paper points out that communication is a two-way process and that the speaker has just as much responsibility for the communication process as the listener.

Salespeople As Effective Listeners

The degree of skill a sales representative applies at the listening end of a conversation with a prospect or customer will determine: 1. The level of understanding he or she is able to attain from responses regarding the buyer's needs; 2. The accuracy with which he or she is able to gauge the buyer's reaction to the product or company.

Good Listening Makes Business Sense

Everyone, from high level managers to sales reps, spend more than 70% of their day listening. Anyone who supervises or sells depends upon comprehending the spoken word. In fact, the ability to listen effectively can contribute to improved work performance, morale and, ultimately, higher profits.

Everyone, from high level managers to sales reps spend more than 70% of their day listening.

Unfortunately, experts claim that people forget more than two-thirds of a spoken message and that the loss occurs rapidly, much of it within minutes. On the average, people listen at about a 25% level of efficiency.

-Have the two VPs of sales and marketing actually taken in all the CEO has said about the marketing strategy of a new product line?

-Will the sales manager's background information on a line of new items be translated into the sales rep's dialogue with his customer?

-Has the sales rep effectively listened to and understood the customer's needs?

If people really do only listen at a 25% level of efficiency, the odds are quite high that the VPs, sales manager and sales rep in the cases described above heard only what they wanted to hear.

The Speaker Has A Role Too

There are times when the speaker finds his listener has tuned him out and it is not practical to say, "Jack! Wake up!" What can be done? How a person speaks affects how others listen to him. Certain rules can be followed.

1-PREPARATION: A speaker should adjust his message to the listener's wavelength. The message should reflect the audience's interests, concerns and language.

Listeners can be divided into four categories: *Sensors* are people who want to talk in the here-and-now. *Thinkers* want to know how things fit together. *Feelers* want to understand how people will be affected. And, *conceptualizers* like to toss around abstractions.

Classifying listeners in this way can help a speaker pitch his message accordingly.

2-EXECUTION: Besides preparation there are a number of devices that give a message added impact.

- A good speaker prepares the listener for his message, delivers it, then repeats it.

- Messages wrapped in a story keep listeners "tuned in to find out what happens next."
- When a speaker knows why he is speaking, organizing his story is much easier.
- Generalizations, abstractions and jargon get in the way of a listener. A good speaker guides his listener around these obstacles with clear details.
- Repetition is boring, a good story keeps moving.
- Conclusions should always come last.
- Listeners do not want to be lectured to, patronized, belittled, satirized or depressed.
- An interesting speaker does not drone on and on. He speaks softly, then loudly; fast, then slow.
- Establish eye contact, but remember, listeners want to be seen not stared down.

3-FOLLOW-UP: The effective speaker should test his listeners as he goes along to make sure they are taking in as much as possible. This is done by asking questions and observing the listener's behavior.

Keys To Effective Listening

A few key points should be followed by any listener.

1-If the speaker and the listener are going down different roads, there is no way they can meet. Ignoring the speaker's point of reference is the surest way to turn him off.

2-The effective listener gives the speaker a feeling of importance, as if nothing matters except his message.

3-Most importantly, a listener should know when to be silent. Several sales situations illustrate this point: When the buyer appears skeptical, a sales rep should listen and find out why the buyer is skeptical. When the buyer has a problem or his needs have not been fully explained, the smart sales rep will listen to what the buyer is saying.

4-Avoid the major listening pitfalls. Do not: decide in advance that the speaker is not worth listening to, evaluate the speaker's gestures and facial expressions, listen to a speaker with a preconceived notion or bias and let your mind wander from the speaker's message.

Listen To This! NPTA Is Listening

Here's an opportunity to see how better listening skills can help improve productivity on the job. In only four hours, NPTA's highly acclaimed *Strategies For Effective Listening (SEL)* program, by Xerox can make a better listener out of anyone.

SEL demonstrates listening as part of a two-way, dynamic communication process—the listener interacts with the person who is speaking in order to better understand and respond to what is being said.

The SEL approach shows participants how to mentally organize spoken information in order to gain the critical content of any message. Also, it teaches how to minimize or eliminate the effects of such common listening barriers as noise, accents, bias and fatigue. It trains listeners to know how and when to clarify or confirm the content of spoken information.

SEL is easy to administer within an organization to groups ranging from 5 to 25 participants. It is designed in separate units for flexibility. At a cost of under $25 per person, the four hours of learning can be spread over the course of several days. It does turn people into effective listeners.

To find out how to embark on an SEL program, contact Bruce H. Linden, NPTA director of education at 516-829-3070.

YEF

YEF Meets At The Annual NPTA Convention

The Young Executives Forum of the NPTA was proud to open the 1985 Convention with guest speaker Jack Carew. This 2 1/2 hour presentation, "Winning With People," was very motivating.

Mr. Carew focused our energies to the understanding of valuable human relationships through team networking. Our attention was then channeled on the practical experiences of stress and anger and how to cope with these behavioral characteristics.

The presentation flowed into creative skills aimed at closing the management-employee gap. Working with a bonding process of listening, acknowledgement, exploring, and responding; undirected or misdirected time may be converted to a cohesive framework of productivity.

Mr. Carew then led an interesting discussion, covering the ability to obtain results through environmental and psychological needs. All participants who were present during this informative presentation would agree that Mr. Carew has a charismatic talent for capturing the audience's attention.

The Young Executives Forum then hosted a luncheon for members at the New York Hilton. This was an excellent opportunity to meet and reacquaint one another with fellow colleagues from around the country.

There was a brief discussion after the luncheon in which Mr. Carew presented us with definitions of sales responsibilities in the market place. This was followed by a short question and answer period.

In conclusion, we found that Mr. Carew's presentation, "Winning With People," gave us many tools for bringing creative skills and growth into our management teams. It was a pleasure to participate with the many fine professionals that make the Young Executive's Forum a progessive, successful organization.

by Linda L. Hartinger
Anchor Paper Company
St. Paul, MN

Direct Benefits to the Industry

Everyone in the paper and allied products distribution industry will be affected by the research conducted by the Endowed Chair program. For example, it is anticipated that the implementation of the research results will improve the efficiency of an individual company and the industry at large. Company executives will be in a better position to anticipate change instead of just reacting to it. Greater professionalism and sophistication will certainly be a by-product.

Contribution Needed Now

In order to finalize arrangements for the Endowed Chair program, $150,000 still remains to be donated by the paper distribution industry. "We've come a long way," said John J. Buckley, Jr., president of NPTA, "but we're not home yet. Pledges of $1,000 and more are needed now to make our goal."

The fund raising committee invites all to send their donations today to support this necessary industry program to: John F. Church, Jr., chairman, PAPER Foundation, 111 Great Neck Road, Great Neck, NY 11021. Make checks payable to the "PAPER Foundation." Incorporate this investment in the future of the industry in your year-end tax planning. All contributions are tax deductible.

Pledge Categories

Founder's Club	$30,000
Benefactor	$20,000
Patron	$10,000
Sponsor	$5,000
Contributor	$1,000

Special Thanks to Founders Club Members

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Hammermill Foundation, Erie, PA
Kirk Paper Co., Los Angeles, CA
Sunclipse Inc., Montebello, CA
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Kirk Paper Co., Los Angeles, CA
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Nekoosa Papers Inc., Port Edwards, WI
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Ohio & Michigan Paper Co., Toledo, OH
Paper Corp. of America, Valley Forge, PA
Paper & Plastics Inc., Oxnard, CA
Frank Parsons Paper Co., Landover, MD
Piedmont National, Atlanta, GA
Pollock Paper Distributors, Dallas, TX
Ris Paper, Garden City, NY
Rotary Manifold, Schiller Park, IL
Russell Field Paper Co., Bellwood, IL
Schilling Paper Co., LaCrosse, WI
Seaman Patrick Paper Co., Detroit, MI
Shaughnessy-Kniep-Hawe Paper Co., St. Louis, MO
Snyder Paper Co., Hickory, NC
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Sunclipse Inc., Montebello, CA
Unijax Inc., Jacksonville, FL
Union Paper Co., Clarkston, WA
Weiss Bros., Hagerstown, MD
West Coast Paper Co., Seattle, WA
Williamsport Paper Co., Williamsport, PA

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PAPER MERCHANT SALES REPORT

NPTA Region	Sales Per Selling Day October 1985 - Compared To - October 1984	Sales Per Selling Day October 1985 - Compared To - September 1985	Sales Per Selling Day 1985 Year-to-Date - Compared To - 1984 Year-to-Date	Days Outstanding (Accounts and Notes) At Close of October 1984	1985	Calendar Day Cost* of Ending September Inventory 1984	1985
INDUSTRIAL							
1	+ 3.9	+ 7.1	+ 5.9	43	41	—	58
2	− 2.6	3.5	− 1.4	36	36	50	50
3	+ 3.4	+ 5.1	2.6	36	40	59	67
4	2.2	3.9	1.4	38	37	58	52
5	+ 3.5	5.9	+ 5.4	35	33	54	54
6	1.5	6.5		40	42	—	—
7	0.7	2.0	3.4	41	37	50	54
NY	+ 12.6	+ 4.3	+ 10.0	47	49	—	—
Chicago	+ 5.7	3.7		35	39	—	—
LA	5.8	0.3		49	48	54	—
US	+ 0.3	− 1.7	+ 0.1	39	39	54	55
PRINTING							
1	4.8	0.9	+ 4.5	51	53	—	—
2	1.5	5.1	+ 3.3	45	45	60	60
3	+ 5.2	0.4	+ 6.5	43	44	72	81
4	3.7	1.0	+ 5.1	39	48	65	65
5	+ 4.6	1.4	+ 0.7	44	45	73	70
6	4.8	5.2		41	42	—	63
7	4.0	8.0	1.4	42	40	66	76
NY	+ 3.5	9.9	− 0.3	41	40	—	—
Chicago	2.2	4.8	5.3	42	44	—	—
LA	5.3	+ 4.4	+ 3.5	46	44	78	75
US	− 1.0	− 3.6	+ 2.1	44	44	69	69

*To calculate monthly inventory turnover, divide 365 calendar days by # of calendar days cost, e.g., 365/73 = 5.00x.
Insufficient data to calculate valid number.

Region 1: CT, ME, MA, NH, RI & VT
Region 2: DE, DC, MD, NJ, NY & PA (excluding NY Metro)
Region 3: AL, FL, GA, NC, SC, TN & VA
Region 4: IL, IN, KY, MI, MO, OH, WV & WI (excluding Chicago Metro)
Region 5: CO, IA, KS, MN, MT, NE, ND, SD, WY
Region 6: AK, AZ, CA, HI, ID, NV, NM, OR, UT & WA (excluding LA Metro)
Region 7: AR, LA, MS, OK & TX
NY Metro: NY: New York City, Long Island and Westchester Co. NJ: Counties of Bergen, Essex, Hudson, Middlesex, Passaic and Union
Chicago Metro: IL: City of Chicago and Cook, DuPage and Lake Cos. IN: Lake Co.
LA Metro: Cities: Los Angeles, and San Diego. Counties: Los Angeles, San Diego, Orange and Ventura (and neighboring parts of Riverside and San Bernadino)

Selling Days

The actual number of days a firm was open for business or that the sales people made customer calls [calendar days less weekends (if applicable) and holidays]. By supplying selling days of each firm, the sales per selling day are standardized according to actual business conditions or company policies.

Days Outstanding

The number of days outstanding on this report are calculated by adding the current month's sales and the previous month's sales and dividing the total by the number of calendar days of the two months. The result is a figure representing average sales per calendar day.

The total figure provided for closing accounts and notes receivable is divided by the average sales per calendar day. The result is the number of days outstanding at the end of the month being prepared.

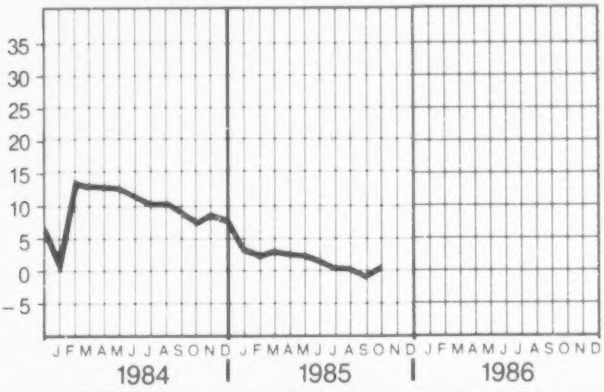
PAPER MERCHANT SALES REPORT

SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

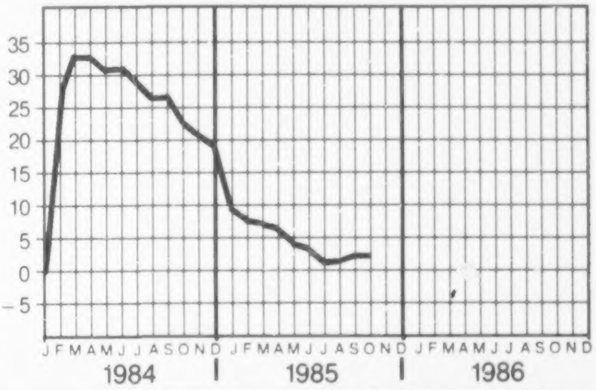
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



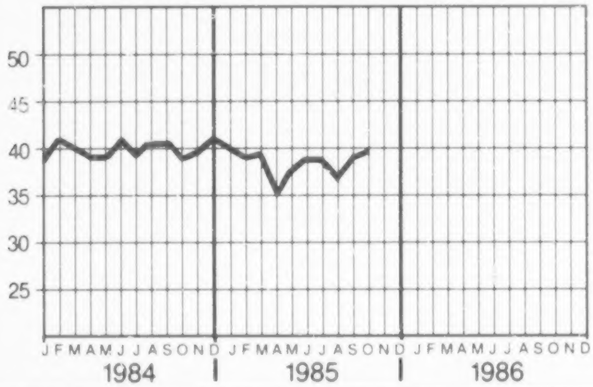
PRINTING PAPER SALES NATIONALLY



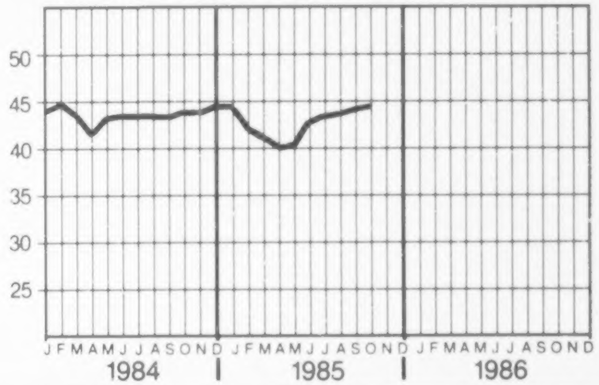
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



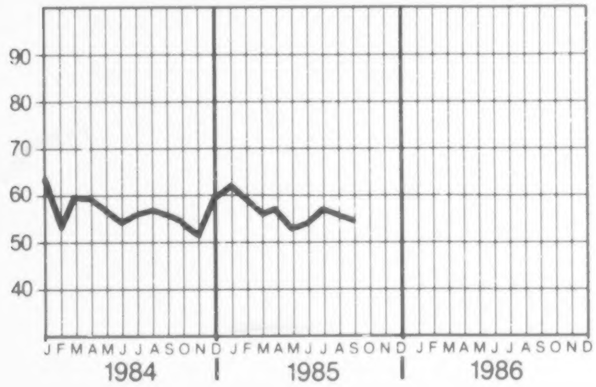
PRINTING PAPER RECEIVABLES NATIONALLY



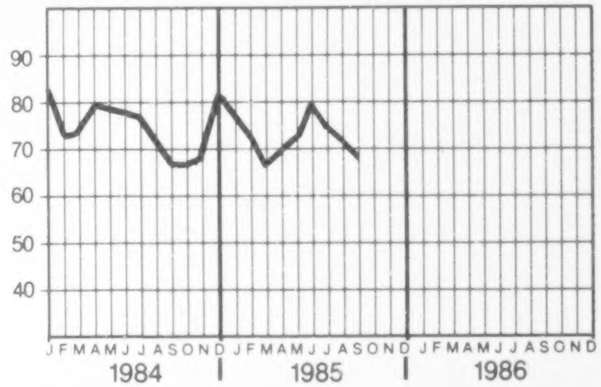
INVENTORY INFORMATION

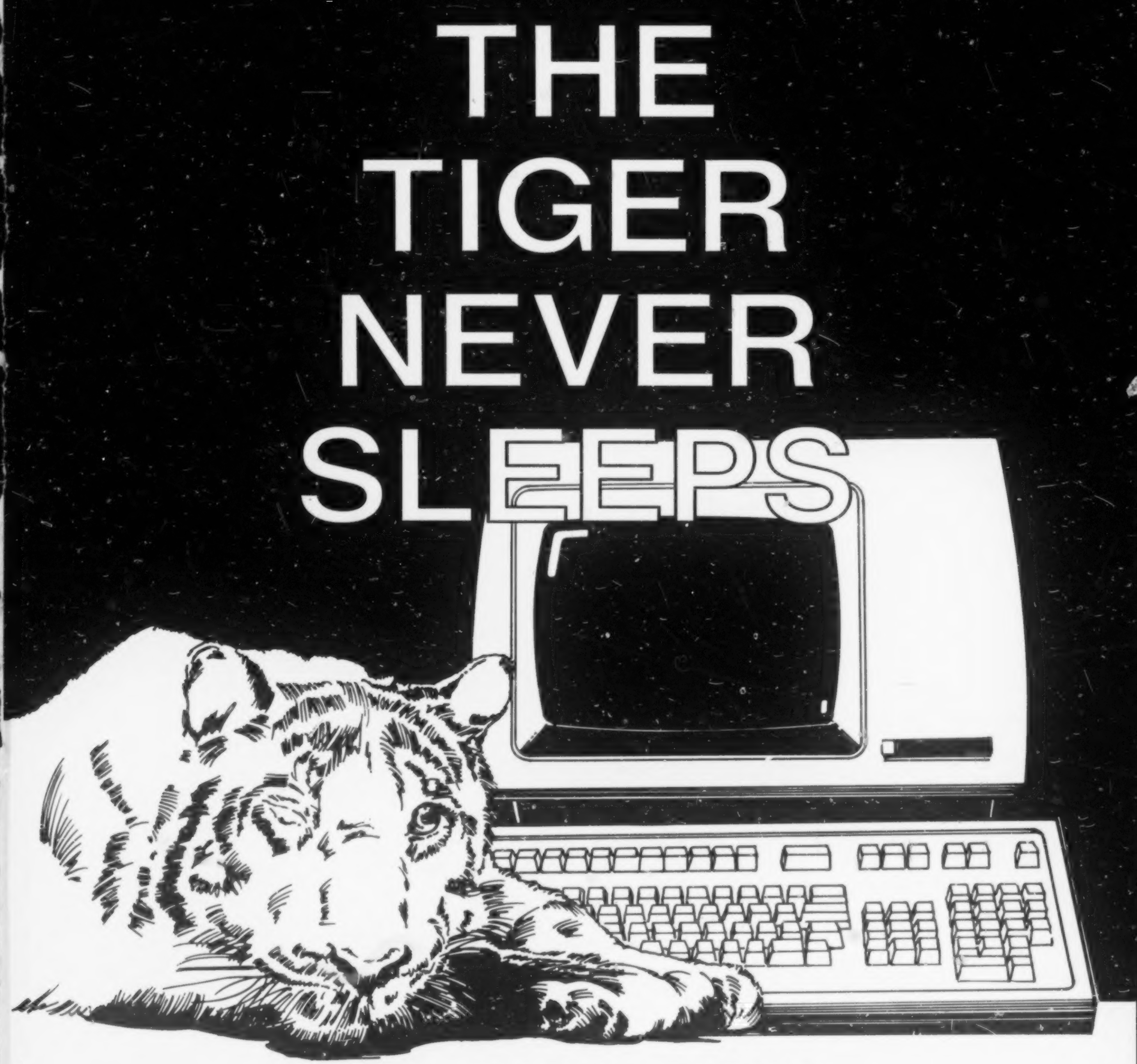
CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY





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A CUSTOM SOFTWARE PACKAGE DESIGNED FOR THE PAPER MERCHANT

Paper Tiger is the result of thousands of hours of research into the specific operational requirements of the paper merchant. We first studied and addressed the unique inventory, cost, purchase, substitution and ***SALES/SERVICE*** data critical to the industry. Only then did ***CPI*** begin work on the software design we call ***Paper Tiger.***

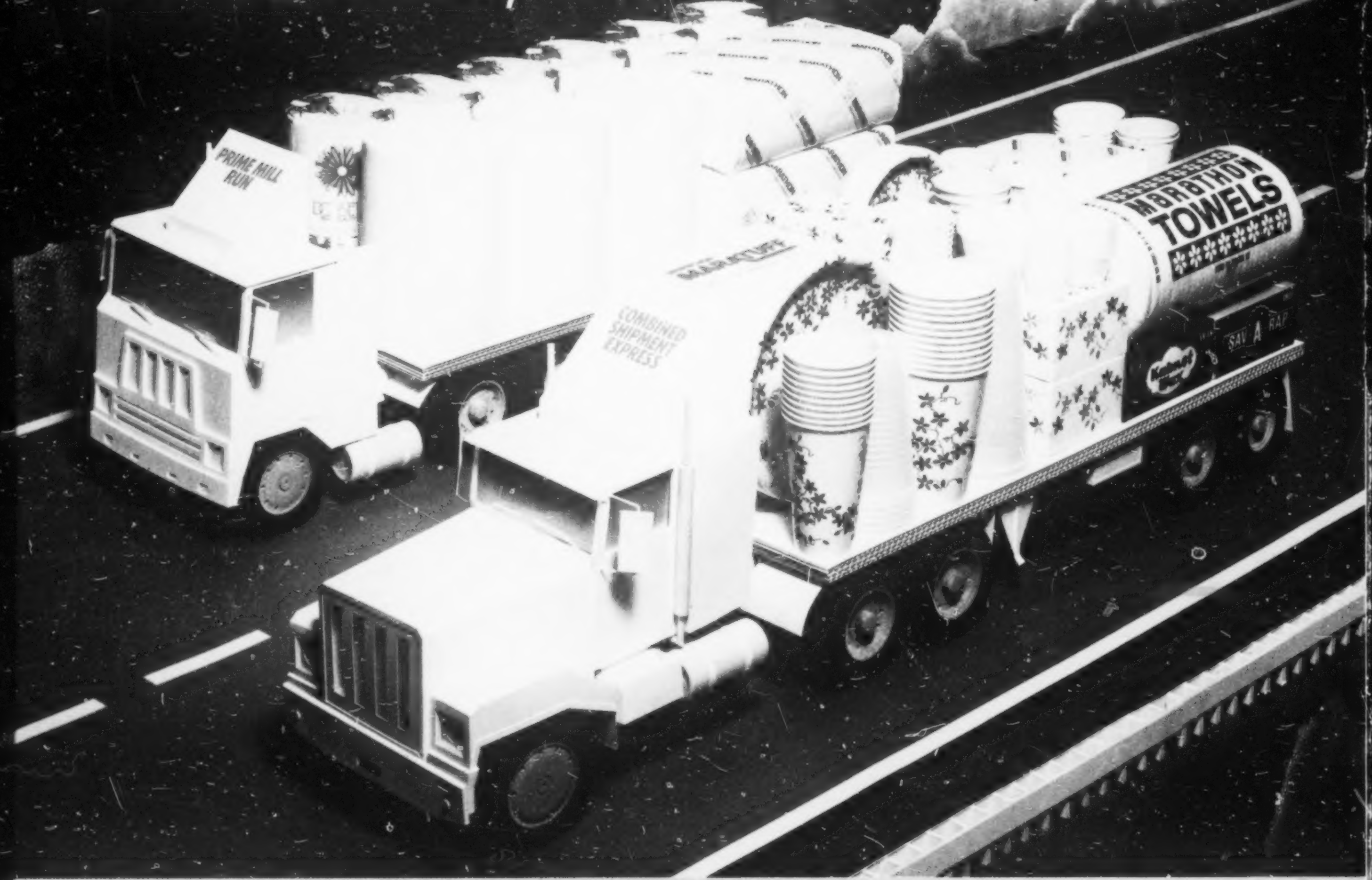
The result? Stated simply, ***Paper Tiger WORKS.*** It's the ***COMPLETE*** system for the paper merchant. It gives you instant access to accurate, timely data that helps provide your customers with better service. As a result you sell more product, operate more efficiently and are more profitable.

If you think that these are pretty tough claims, you're right. But ***CPI*** and ***Paper Tiger*** deliver on every one of them—and more.

So, why not give us a call. We'll send you, with no obligation, an information package that details how ***Paper Tiger*** can improve your business. And you'll be taking the first step towards better sales, service and profits, plus one more extra we didn't mention—peace of mind.

CPI, Inc.
Route 34 & Artisan Way, Post Office Box 188
Colts Neck, NJ 07722
1-201-462-8900

DIXIE/MARATHON®



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With Dixie/Marathon, you can pick and choose the way you want product delivered. Whatever helps you turn your inventory most profitably.

Would a mixed order of foodservice and sanitary items give you faster turns? OK. We'll send it all at once from a combined shipment center.

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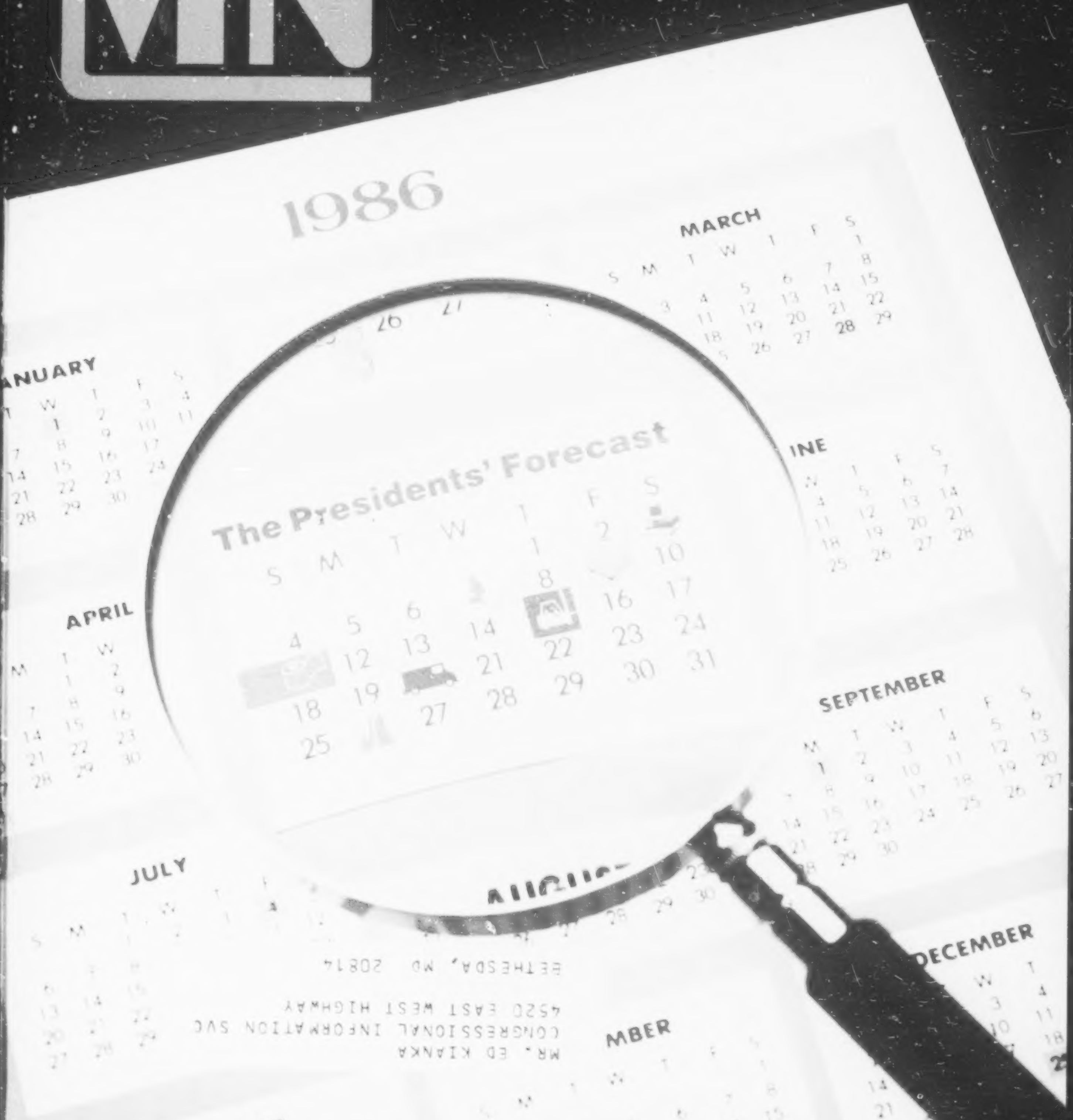
1986
The Presidents' Forecast

MR. ED KIANKA
CONGRESSIONAL INFORMATION SVC
4520 EAST WEST HIGHWAY
BETHESDA, MD 20814

NATIONALREGIONALITY

Zellerbach Delivers Value!

There is one distribution group in the industry that has been delivering value to its customers and to its vendors for over one hundred and fifteen years. A distribution group that has consistently, consecutively and profitably delivered the best products and services to market. It is the Zellerbach Paper Group, the one distribution network with **nationalregionality**—the service orientation and responsiveness of a regional distributor backed by the resources and strength of a national organization.

The Zellerbach Paper Group is three fine distribution companies—Southern Paper Company, Virginia Paper Company and Zellerbach Paper Company—and it is two separate businesses—a printing paper merchant and an industrial distributor. It is 3000 distribution specialists delivering value to printing paper and industrial customers from coast to coast.

Three companies . . . two businesses . . . one national organization. If you are looking for profitability and growth through added value delivered at market, there is one distribution group that offers you **nationalregionality** and a 115 year proven track record.

Zellerbach
PAPER GROUP

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—Fine Papers
—Weaver Paper Company

SOUTHERN PAPER COMPANY
ZELLERBACH PAPER COMPANY

INDUSTRIAL BUSINESS UNIT

ZELLERBACH PAPER COMPANY
AGRICULTURAL SALES GROUP
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Cover Photo: Richard Chesnut

GOLDSMITH DEALS CROWN ZELLERBACH TO JAMES RIVER

James River Corp. will acquire majority ownership of Crown Zellerbach and British financier Sir James Goldsmith would buy most of three businesses spun off from Crown.

In the arrangement announced, Goldsmith would buy most of the stock in the three forest products parts of the company while James River would purchase the paper operations of Crown Zellerbach.

Goldsmith, who owns just over 50% of Crown's stock would receive $90 million in cash and control of the three new companies.

UNION CAMP REORGANIZES

Union Camp Corporation has promoted two officers to the post of executive vice president as part of a reorganization focusing on the company's three major product areas: packaging, fine papers and chemicals. The move also is designed to consolidate Union Camp's financial and strategic planning functions.

James M. Piette was named the senior executive vice president of the newly formed Packaging Group. Robert L. Webb was appointed senior executive vice president of Union Camp's Chemical Group.

"We intend to be responsive marketers and to develop innovative products that meet the needs of our customers in their marketplaces," said R.E. Cartledge, president and COO of Union Camp.

CENTURY PAPERS SAYS EARNINGS OFF

Century Papers, Inc. of Houston, TX, announced unaudited net earnings for the six months ended September 30, 1985, that, although sales had increased by 51.8%, earnings had dropped 11%. Earnings on the past half were $377,000 on sales of $63 million, compared with earnings of $424,000 on sales of $41.5 million for the same period a year ago.

Herschel G. Maltz, president and CEO, said, "This six months' earnings performance is evidence of statements we have made in the past that addressed the general condition of the wholesale paper and chemical distribution business."

According to the wholesale distributor of paper and allied sanitary maintenance products, the past six months have been the most difficult the company has experienced in 50 years in terms of marketing, Mr Maltz added. "We now see some small indication of improvements in these markets, and once this does in fact occur, our earnings should materially improve."

FABIAN
TAPING DISPENSER
CORPORATION

The 1985 Paper/Plastics & Allied Products Exposition was a great success because of companies like Fabian Taping Dispenser Corporation of New York City. John Buckley, president of the National Paper Trade Association (L) congratulates Moe Fabian for participating in his 50th consecutive show.

PERFECT PAPER ANNOUNCES NEW MERCHANT PROGRAM

Now, paper merchants can sell a first-line, mill-guaranteed offset enamel at highly competitive prices without increasing their present inventory. "Supreme Gloss," Perfect Paper's new stock will be available in standard text and cover weight, and marketed exclusively through merchants.

"The merchant will not have to carry the capital cost of a big inventory," said president of Perfect Paper Company Joseph H. Merback, "because we maintain a $1 million inventory in our Philadelphia and Atlanta warehouses and we can deliver a skid or carload to him or his customers as quickly as overnight."

GOULD ACQUIRES OLYMPIC PAPER

The Gould Paper Corporation announced its acquisition of Olympic Paper Co. Inc. Olympic will operate as a separate subsidiary of Gould, with its two former owners, Al Siegel and Gary Zipper, continuing with the company.

The acquisition continues to make Gould the largest printing-paper distributor in the New York metropolitan area; with a sales volume now approaching $200 million.

PROFESSIONS UNLIMITED, INC.

The Recruiting Specialists...

Executive management of paper merchant houses know where to turn when they need help in filling important positions. Specializing in sales, middle management and top executive positions, Professions Unlimited can tailor a search program to meet your needs.

Professions Unlimited is a 13 year old recruiting firm specializing in the paper distribution industry with emphasis on flexible packaging, fine paper and industrial supplies. Professions has placed over 100 people in these areas since 1981—from New York to California, Minnesota to Florida. 80% of those placed were experienced in the paper merchant trade, the remainder were from manufacturers serving paper merchants.

To find out how you or your firm can benefit from our services contact Carl Coco, Jr., CPC, Executive Vice President or Philip R. Gross, CPC, Vice President National Accounts.

*Please note: Our policy states that we only work with one merchant house per city.

PROFESSIONS UNLIMITED, INC.

10999 REED HARTMAN HWY. CINCINNATI, OH 45242 513-793-5531

CHAMPION SELLS PACKAGING BUSINESSES TO STONE

Champion International Corporation and Stone Container Corporation have announced a definitive agreement for the sale of most of Champion's packaging businesses to Stone. The $450 to $475 million sale, which includes Stone common stocks and warrants, is subject to certain conditions, including approval by Stone shareholders.

The operations acquired by Stone from Champion have an approximate annual sales volume of $800 million and employ about 7,000 people. After the sale, Champion will continue to operate one linerboard and kraft paper mill and a retail packaging plant.

The sale of these packaging operations significantly enhances Champion's divestiture program to reduce the debt incurred in its late-1984 acquisition of St. Regis Corporation and to focus growth in its key pulp and paper businesses.

CHATFIELD MOVES INTO BOSTON

The Chatfield Paper Company, a distributor of printing, business and industrial paper products that is part of the Butler Paper Company, has opened a distribution facility to serve the Boston metropolitan area.

"Our new Boston location is a demonstration of our commitment to growth in New England," said Alan E. Lang, vice president of the Butler Paper Company. "The printing industry in Massachusetts is vital and active, and can easily support another distributor that offers quality lines and professional service."

The new Boston branch, which will be managed by William J. Hahn, will house sales representatives, customer service specialists and warehouse and trucking personnel.

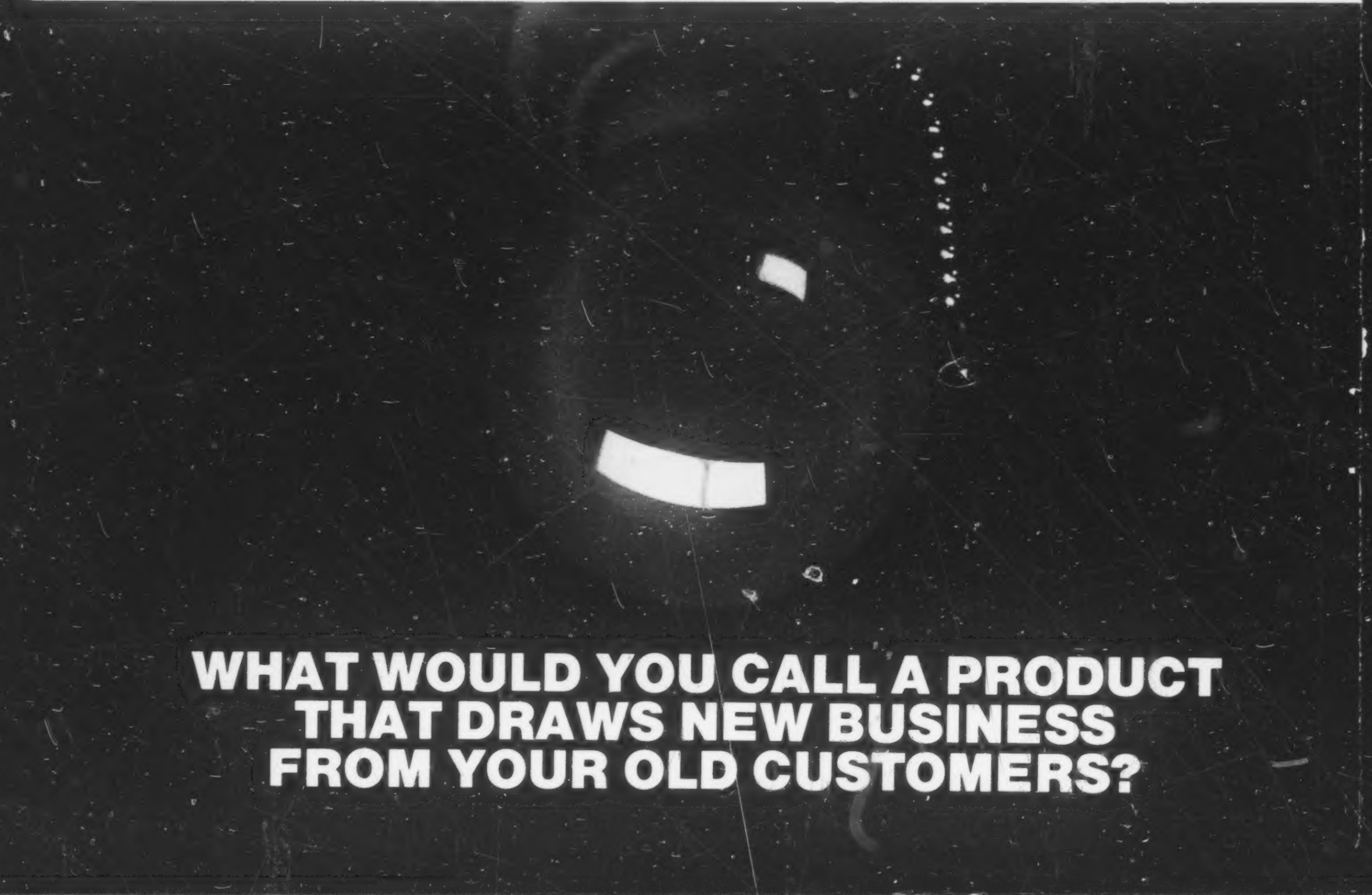
The growing Butler Paper organization, which is part of Great Northern Nekoosa, posted $530 million in sales for the first three quarters of 1985.

RIS HOLDS ANNUAL PAPER SHOW

Over 650 designers and printers jammed the JFK Library on the Boston Campus of the University of Massachusetts for the 8th annual Ris Paper Show, recognized as the largest of its kind.

The Ris Paper Company, one of the nation's leading independent distributors of fine papers, also played host to The Mead Top Sixty Winners, which honored book, brochures, and other printed material from across the country.

"Ris Paper prides itself on the ability of its skilled promotion advisers to help



make the designer's job more creative and hassle-free," said Richard C. Rogers, president of Ris Paper's New England division.

HUDSON CITY PAPER MOVES TO NEW OFFICES

The Hudson City Paper Company has moved to their new offices and warehouse in West Caldwell, NJ. The building is more than double the square foot area of the company's previous location in Wallington, NJ.

President Kent Westhelle said, "Our new facility is a milestone in our 23 year history. It is a tribute to our loyal customers and friends."

Hudson; a printing, writing and envelope distributor, serves the New Jersey/Metro New York graphic arts industry.

MN TO BENEFIT MRA MEMBERS

Management News, the official monthly magazine of the National Paper Trade Association, inc., will be informing the Manufacturers Representatives of America, Inc. From now on, all of MRA's 200-plus members will receive *MN* as an added membership benefit through a special arrangement with NPTA.

The MRA board believes that *MN* will be a helpful business tool for all its members, regardless of individual involvement in the paper industry.

ISSA HOSTS ANNUAL TRADE SHOW

The International Sanitary Supply Association, Inc. sponsored the organization's 62nd Annual Educational Conference and Merchandise Exhibition, "Clean Getaway '85," October 16th through the 19th. The trade show drew 10,004 executives from 2,735 companies, and was the largest the association has ever run.

This year, American Airlines was the recipient of the Association's "Fifth Annual Cleaner World Award," for the airline's "AAdvantage Liberty Club" program, which aims to raise $5 million dollars to be dedicated to the restoration of the Statue of Liberty.

NEW HEADQUARTERS FOR MEAD CONTAINERS

Mead Containers, a division of the Mead Corporation, has announced that it will move its headquarters to Atlanta, GA. The office, located at 950 West Marietta Street, will house approximately 20 people when it is completed.

The easiest way to get business is from customers you already have. And Marvel makes it easier than ever.

Not only because your customers need light bulbs, but because Marvel long-life lamps have big advantages over ordinary bulbs:

- They cost less.
- They last twice as long.

Benefits that would light up any customer's eyes. What's more, they're sold only through distributors. So you never have to worry about price cuts at the retail level.

Marvel has a full line of long-life incandescents, fluorescents, special-colored fluorescents, quartz, mercury vapors and high sodium lamps.

Lamps in every size and shape to get your business in its best shape ever.

If you still haven't found out how Marvel can get you new business, call toll-free (800) 845-6421. We'll be glad to show you the light. Made in the U.S. by:
MARVEL LIGHTING CORPORATION
(An American Brand Company),
222 Bridge Plaza South, Fort Lee, NJ 07024

A MARVEL

The move puts Mead Containers closer to the geographic center of its markets and manufacturing plants, most noticeably a plant it operates at Mead's Marietta Street complex. The division currently operates 14 corrugated container plants, primarily in the Southeast and the Midwest.

PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Month
1	Industrial Paper Merchant Sales Compensation. *NPTA*. $40	1
2	NPTA Vacation Schedules (Planning Folders). *NPTA*. $.40 each	—
3	Merchandising To Maximize Your Margins. *VanDeMark*. $21.60	4
4	Wholesaler Inventory Control. *VanDeMark*. $23.60	3
5	Practical Handbook of Distribution/Customer Service. *Blanding*. $40	2
6	Measuring Customer and Product Line Profitability. *Mullins*. $35	5
7	Branching and Market Coverage. *Healy*. $35	6
8	What Really Helps (or Hurts) Your Company's Bottom Line. *Tape and Guide*. $50	7
9	Strategic Planning: A Fitness Program For Distributors. *Norris, Garrett, Samek*. $35	8
10	Harvest the Fruits of Paper Selection (Marketing Tool). *NPTA*. $.50 each	—

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

PAPER MANUFACTURING WAGE INCREASES DOWN

The paper manufacturing industry's national negotiated first year wage increase for the first 11 months of 1985 is 2.4%, compared with 3.8% at this time last year, according to the American Paper Institute. Among all manufacturers, the figure is 4.0%, down from 4.4% in the first nine months of this year.

The "All Industries" median negotiated first year wage increase for the first nine months of 1985 is 3.9%, compared with 3.8% at this time last year, reports the Bureau of National Affairs.

PEOPLE IN THE NEWS

Steve Anmuth director of paper purchasing and customer service for the S. Walter Packaging Corporation, was recently elected president of the Philadelphia Paper and Cordage Association at their annual meeting.

Neal Freel has been appointed regional administrator of WWF Paper Corporation. **Jack G. Goldberg** has been appointed vice president of Regal Envelope, a division of WWF Paper Corporation. **Edward M. Bishop**, vice president-book publishing of WWF, died after a short illness.

Ray S. Ferguson has been named the president of Schwartz Paper Company, Inc. **Lowell Pequignot** has been appointed executive vice president of Schwartz Paper Company, Inc.

Don Houtkooper has been named manager of financial reporting for the Butler Paper Company. **John Toevs** has been appointed manager of costs and budget for Butler. **Rusty Staff** has been named regional controller-distributor of Butler Paper's central region.

John H. Oakley has been appointed to the newly created position of vice president-marketing, industrial products for the Paper Corporation of America.

James J. Hughes has been named branch manager of Virginia Paper Company's Virginia Beach, VA facility.

Charlie Cobb, of Merchant Sales Company has been named "Salesman of the Year" of the Freeman Paper Company.

Jack Steindler president of Steindler Paper Company, has announced his intention to retire.

Richard "Dick" Abrams, founder of the West Coast Paper Company, recently passed away.

Frank Driscoll has been appointed vice president, sales of the James River Corporation's Massachusetts Papermaking Division.

John W. Turner has been named chairman and CEO of Appleton Papers, Inc. **Dale H. Schumaker** has been appointed president and COO of Appleton Papers, Inc.

David M. Dooley has been promoted to vice president, domestic sales of Lily-Tulip, Inc.

Carol Galford has been named sales and marketing manager, professional products division of Marcal Paper Mills, Inc.

Harold R. Hoss treasurer of Union Camp, has been appointed vice president. **Robert E. Moore** has been named a vice president of Union Camp in addition to being comptroller of the company. **William G. Stewart**, head of materials and distribution, has also been made a vice president of Union Camp.

Info Welcome

News items appearing in *MN* magazine are provided to the editorial staff by paper merchants, manufacturers, converters, consultants and other associations. News about trends, market changes, key personnel, new technology, and special events are always an important part of these pages.

Those interested in seeing their material included in the Industry News section of *Management News* should forward their materials to: William H. Frohlich, editor, NPTA *Management News* magazine, 111 Great Neck Road, Great Neck, NY 11021.

PRINTING PAPER

ADVERTISING INVESTMENT

"Advertising expenditures in newspaper for 1985 will total $25.9 billion," said Craig Standen, president of the Newspaper Advertising Bureau (NAB). He went on to predict gains of 7% in national, 9% in retail and at least 10% in classified advertising over 1984.

Newspaper advertising is no longer just black and white. The influx of color on regular pages comes as a result of improvements in printing technology. As a part of the advertising growth is the great increase in advertising supplements. Four color advertising on coated and supercalendared papers have come on strong in 1985.

NAB is planning a "Future of Advertising" project that will study such developments and make long-range assessments for newspaper publishers.

PRINTING INDUSTRY MAGAZINE OF THE YEAR

The International Association of Printing House Craftsmen have selected *American Printer* magazine as the "Magazine of the Year." The magazine is published by Maclean Hunter Publications Corporation.

NEW REPORT TRACKS PERFORMANCE OF WORLD FOREST PRODUCTS COMPANIES

"Financial Performance of the World Forest Industry Companies 1975–1984" is the title of a new report just published by the Jaakko-Poyry Group of Helsinki, Finland. It profiles 10 years of financial results for 163 companies in 12 Western countries.

All 163 companies included in the report are ranked on seven different measures of performance. One of those measures, Gross Profit on Sales, is contained in this article.

During the 10 years covered in the report, the world's forest industries saw considerable recovery at the end of that period. Production levels showed dramatic increases and profitability improved. As a result, many companies increased their capital spending: Germany and Sweden doubled their investment; the United States, Finland and the United Kingdom added 25%. Canada, on the other hand, which suffered due to rapid cost escalation and strong currency, decreased its investments by 71% from 1980 levels.

"Measured by their average return on total assets or return on equity," the report concluded, "most of the top 10 companies were U.S.-based." No U.S. companies appeared at the bottom end of the key performance rankings. The least profitable companies, in general, were from Western Europe and Scandinavia.

By product segment, the companies that led the way in performance were the producers of the printing and writing paper grades. "Coated papers have experienced the biggest investment, driven by the high world demand for these grades," the report stated.

For a full prospectus on the study, contact Norman Wiener, VP, Walker Wiener Associates, 190 North State Road, Briarcliff Manor, NY 10510.

MOST PROFITABLE FOREST PRODUCTS COMPANIES —FIVE YEAR AVERAGE RESULTS (1980–1984)

GROSS PROFIT ON SALES

RANK	COUNTRY	COMPANY	%
1	Sweden	Graningeverken	34.2
2	U.S.A.	Fort Howard	32.3
3	Finland	Metsa-Botnia	28.8
4	Canada	Donohue	27.7
5	Finland	Kaukas	24.5
6	Sweden	Nymolla	23.6
7	Sweden	Hylte Bruk	21.3
8	U.S.A.	Consolidated Papers	21.1
9	Norway	Follum Fabrikker	20.1
10	Switzerland	Holzstoff	20.1
LEAST PROFITABLE			
154	Canada	Weldwood of Canada	4.5
155	France	Aussedat Rey	4.5
156	Canada	Rolland Inc.	3.8
157	Canada	Normick Perron	3.5
158	Great Britain	Olives Paper Mill	2.4
159	France	La Rochette Cenpa	0.9
160	Sweden	Wifstavarf (1)	0.6
161	Norway	A/S Star Paper Mill (2)	−1.3
162	Belgium	Intermills S.A. (2)	−8.3
163	Great Britain	Thames Board Ltd. (3)	−8.5

1) Two-year average (1983–84)
2) Three-year average (1980–82)
3) Four-year average (1980–83)

SOURCE: Financial Performance of Forest Based Industry/Jaakko Poyry (Helsinki, Finland)

MAGAZINE FOR CORPORATE PUBLISHERS STARTS

The Maclean Hunter Publishing Company, reacting to the growth of information-based businesses, has announced the formation of a new magazine: *EP & P '86, The Magazine For Electronic Publishing and Printing Professionals*.

The new publication will serve the specialized needs of corporate publishers. Elizabeth G. Berglund, publisher, elaborated on the unique market: "Corporate electronic publishing is distinguished from commercial printing and publishing in that the organization's main business is not printing."

Any organization that utilizes internal electronic means to create and prepare print and video materials for documents, business communication, advertising and promotion among others would be considered potential members of EP & P's market.

INDUSTRIAL PAPER

GROCERY STORE SALES UP

According to a report in the September issue of **Supermarket Business Magazine**, the consumption of paper cups and plates as a percentage of the dollar amount spent in grocery stores grew slightly from 1983 to 1984. Paper cup sales grew from $269 million in 1983 to $276 million in 1984.

Paper plate sales rose from $372 million to $392 million. These figures represent increases in sales of paper cups and plates of 2.4% and 5.5% respectively when compared with total sales at grocery stores. The increase in total domestic consumption, which includes farm goods, increased 2.2% for paper cups and 4.9% for paper plates.

LITTER TAX PROPOSED IN PENNSYLVANIA

The Keystone Solid Waste Council has proposed an alternative to the Pennsylvania Beautification Fund which would impose a 1/20-cent tax on disposable containers used in takeout foodservice in the state. The council, which represents Pennsylvania's beer, soft drink, aluminum, and steel industries as well as food merchants and organized labor, decided on provisions of the proposed legislation at a meeting in Harrisburg, PA.

The alternative imposes on manufacturers, wholesalers, distributors and retailers of litter-generating products a tax of 3/100 of one percent(.0003) on sales in Pennsylvania. The first $100,000 in annual retail sales would be exempt from the tax and the maximum tax any one company would pay would be $30,000.

Meanwhile, the Pennsylvania Beautification Fund Law is being set into its final form. The proposed legislation was written and co-sponsored by Representative Benjamin Wilson(R-Montgomery County).

ITEMS A PACKAGE ENGINEER HAS TO CONSIDER WHEN DESIGNING A PACKAGE

1. What are our customers' needs?
2. What market are we selling? (Auto-Cosmetic-Industrial-Retail, etc.)
3. What is Target Selling Price—Package Cost?
4. Package Quantity—number per inner box and number per shipper?
5. Does packaging remain with product until it is used up?
6. If so, should a dispensing feature be designed into package?
7. Start up and anticipated volume?
8. Could larger volume be automated?
9. What are the physical considerations? How stocked? Temperature? Shelf life? Product's desirable properties?
10. Is it a hazardous material?
11. What is competition doing?
12. What plant is going to manufacture? Do they have the equipment?
13. Is material a single source item?
14. Can supply be purchased in low volume?
15. Can die, plate, mold, separation costs, etc., if required be cost justified?
16. Can volume justify printing preparation costs?
17. Will package be printed or labeled? Does design make it difficult to label or provide copy space?
18. How much weight will package add for shipping and handling costs?
19. Size limitations considered? Too wide so dealers won't put it on their shelves? Is it shaped so it is convenient, practical and easy to handle?
20. Can contents be completely emptied?
21. Present inventory. Too small causing a rush or too large causing excessive scrap.
22. Would change in style make better use of warehouse and trailer space?
23. Is an easy open feature desirable?

Tamper Evident Packaging

24. How easily and quickly can the package be opened?
25. How easily and effectively can the package be resealed?
26. Should it be childproof? How about an arthritic alternate?

The Presidents' Forecast
JANUARY
APRIL
JUNE
SEPTEMBER
JULY
AUGUST

The Presidents' Forecast

What is on the paper merchant's calendar for 1986? *MN* asked the members of the NPTA board of directors for their thoughts about the year they face. Their candid reports show that 1986 will not be easy for many. But hidden behind its rough exterior are many opportunities for the merchant that heeds the signs.

Steady Growth in 1986: Especially for Market-Segment Merchants

by Frederick J. Stabbert, president
Zellerbach Paper Company
San Ramon, CA

In the Zellerbach Paper Group we believe 1986 will be a year of modest economic growth, with inflation remaining at relatively low levels, approximately 2 to 3%. Even though it is an election year, we do not expect the general economy to improve dramatically. Rather, specific market segments or niches will have the best opportunity for above-average growth, and as a result, those merchants that are market-segment focused will perform better than general-line distributors.

Products are expected to be in free supply with continued pressure upon domestic manufacturers from foreign sources, particularly in coated papers, plastic bags and film. Foreign manufacturers will continue to seek additional distribution channels for their other product lines.

Merchant consolidations will continue. The quality of the merchants' value-added services, those provided to both customer and supplier alike, will continue to differentiate merchant performance. Trading margins will continue under pressure, with the price/service differential remaining narrow due to modest real economic growth coupled with product availability.

Frederick J. Stabbert

Interest rates are expected to remain near current levels with continued improvements in the management of working capital as an important performance leverage point.

In summary, 1986 will be characterized as a year of steady growth rather than the spectacular results we had seen during the last election year, 1984, or the modest improvements of 1985.

Ronald N. Carter

Frank J. Viegas

We Can Only Steel Ourselves for the Unknown and Plan Accordingly

by Ronald N. Carter, president
Supply/Service, inc.
St. Louis, MO

Planning for 1986 is the most challenging activity we have been engaged in for the last several months. Certainly, the greatest and most obscure factor in 1986 projections is the Federal Government, by the actions of its many components.

Admist the fire and smoke belching out of Washington, DC, we find some heat (usually in the form of partisanship for one cause or another) but, unfortunately, very little light. We are left in the dark about how much the government may cut spending—indeed we don't know if the politicians will truly cut spending, or just switch more to "Off Budget" items. We don't know what tax laws or rules we will be operating under. We can only steel ourselves for the unknown and plan accordingly.

We project tighter money and credit policies as margins may well be pressured from unknown factors. We want to be able to stay in business rather than be forced out by factors over which we have no control. The current chaos in both the banking industry and the savings and loan industry—businesses that should be the heart and soul of sound, conservative entrepreneurship—is a debacle produced by the pursuit of hoped-for profits, illustrating that one is well advised to look carefully at the deployment of assets into questionable inventory or receivables.

As taxes (property, Social Security, state and federal employment), insurance (liability, comprehensive, employment, product liability) and employment costs (direct, benefits) all rise, we strive to analyze our business to be cognizant of their impact on our margins. We review our product mix, sources and methodology of purchasing, warehousing, marketing and delivery, with an eye toward their impact on net profit.

We are committed to professionalism. Our people are encouraged to improve their skills so they may do a better job and be of greater value in the company and better qualified for advancement within our organization. In the last two years 12 of our sales people have gone through a week-long training program at the factory of one supplier—plus other seminars and courses for both sales and staff personnel. We constantly look for ways to better our customer base, both in service and products, to our existing accounts and new accounts we might serve through product line expansion.

1986 may well be the most significant year of the next several. Our governmment must act, one way or another, in many areas. The changes that will be produced in our economy will be profound and will be felt for many years. Even the reaction to those changes will be determined by what the government allows to happen. We are, as best we can, prepared for the unknown in as optimistic a manner as we know how to fashion.

New England will Replay 1985 this Year

by Frank J. Viegas, president
The Dowd Company, inc.
Woburn, MA

At the NPTA Convention in New York last October, we listened to 3M's economist, John McDevitt. His message was that if you liked 1985, that was good, because 1986 was shaping up to be much the same. We think that seems to be true in New England.

1985 saw the first slowdown in the high tech industry in New England. Some substantial quarterly losses were reported and several thousand people were layed off. The economy remained healthy despite this and people found work quickly because our unemployment rate did not rise.

New England finds itself in an unaccustomed role in recent years. The conversion of our economy from the traditional textile, shoe and leather base has been complete; and we are more balanced than before. We don't expect a significant upswing or downswing in 1986, but rather a steady increase in sales.

Business will get Tougher in 1986

Jonathan O. Bloom, president
JB Papers, Inc.
Union, NJ

With all the risks of forecasting the coming year, we must, both as individual businesses and an industry, try to determine what we will need to do in 1986 to survive and flourish. J B Papers plans to do both, by improving the way we execute the basics of selling, delivering and buying, and by trying to learn and innovate.

It appears the year will bring a continued overall weak demand for most printing grades, with some slow improvements during the year as the economy firms. Consequently, the price instabilities we have learned to cope with will probably continue and we hope for no strengthening of margins.

Therefore, we think we need even more urgently to differentiate ourselves from our competitors in the eyes of our markets. We will try to communicate to our customers and prospects what we can offer them that is both different from our competitors and more responsive to their needs in serving *their* customers.

To do this effectively, we will need to focus more precisely on market segments we want to serve and to devise distinctive services we can offer them. We think the risks of losing out to a competitor's innovation are far greater than the risks we run of innovating ourselves. I do not feel anyone in our industry has yet locked-up any particular market segments and that essentially all major opportunities are still open to the range of merchants in our industry. However, I am not sure this will continue indefinitely. We plan, therfore, to pick our segments and to hit them.

Within J B Papers, we try to understand our customers' true needs in each of those segments, and then make sure what we do serves those needs at a profit. In the coming year, as our customers' businesses change and as we focus more and more precisely, we will need to learn those new and shifting needs, and how those changes impact our gross trading margins and our net operating profits. We will, therefore, continue to invest in the training, equipment and management we will need for smarter, more sophisticated and—ultimately—more productive people in our company to deliver these cost-effective services.

Fundamentally, I think our business will get tougher, both in 1986 and long-term. That means we will have to be smarter, faster and simply better every year. If nothing else, it won't be boring!

North Carolina's Economic Future Looks Bright

by James B. Brame, Jr., president
Brame Specialty Company
Durham, NC

My national economic outlook could best be described as cautious optimism. The conventional wisdom today seems to be that inflation is under control and that we've licked high interest rates. My memory is good enough to recall that what often has happened in our economy has totally contradicted what the generally accepted forecast dictated.

The potential volatility of interest and inflation rates prevents me from being totally comfortable with my otherwise positive economic outlook for 1986. The profit levels of many paper mills have been depressed. Were we to experience a rise in interest and inflation rates, these depressed profit levels would probably add to the volatility of the cost of paper in our industry.

On a more regional basis, we look for 1986 to be a good year. Though the future of several traditional industries in our area—textiles and tobacco—are uncertain, the state's economic future looks bright. Our state is growing: we continue to benefit from the influx of new people and companies. Our unemployment rate is extremely low, but the flip side of the low unemployment rate is that it is difficult to attract and hold good people.

As for our particular firm, we look forward to healthy growth in the coming year. Our optimism is due to several factors: 1. The growth of our area; 2. A continuing expansion of the geographical areas we serve; and 3. An unusual diversity of products we offer.

1986 should be a good year, but the big question about the economy will probably be with us through the year and into 1987.

Continued Investment in Training a Key

by James J. Swearingen, exec. vice president
Paper Corporation of America
Valley Forge, PA

Jonathan O. Bloom

James B. Brame, Jr.

James J. Swearingen

Richard A. Reeves

George T. Jewett

As we prepared for fiscal 1986, we made some basic assumptions regarding our markets as we see them. We are assuming a low growth, low inflation environment, and we are anticipating continued margin pressure in most every market and product segment.

Even after evaluating these conservative assumptions regarding the business climate, we remain confident that we will accomplish our objectives for the coming year. Our optimism is based on detailed plans we have laid out with respect to our internal programs and our marketing emphasis.

We feel this will be another year which will dictate very tight asset management, with particular emphasis on accounts receivable. The anticipation of continued margin pressure makes the need for expense control in all aspects of our business even more critical. We have developed effective cost containment programs and efficiencies over the years, and the need for greater productivity in all facets of our business will continue to be an area of primary focus. We have made our most dramatic improvements in the physical distribution side of our business.

One area in which we will not reduce our expenditures is that of training. We have developed specific internal programs to enhance the skill levels of company presidents, division managers, sales managers and sales representatives. The return on this investment of time and money has been excellent, and we will continue our involvement in 1986. When appropriate, we will participate in external programs to compliment our own efforts.

We will adhere to our long-range program involving our investment in data processing, and we feel we are prepared to meet the increased demands of our vast customer base. Concurrently, our improved data processing capabilities have placed us in a better position to manage our businesses.

Our ongoing program of market segmentation has enabled us to select the distribution segments in which we wish to grow. We have developed creative marketing programs to expand each of these market segments, and we are confident we will continue to progress in the coming year. We have made the investments necessary to broaden the scope of our converting business, and we expect to derive the benefits of these investments in 1986. Finally, we have planned significant expansion of our National Retail Store Program, and the future for this business looks very bright.

While we expect 1986 to be another difficult business year, we are optimistic about our ability to produce the desired results.

Emphasize Internal Programs to Improve Profitability this Year

by Richard A. Reeves, vice president
Hammermill Paper Company
Erie, PA

The business climate for our industry in 1986 will most likely be a continuation of 1985—ready availability of most products, and, therefore, a highly competitive marketplace for paper merchants. Gross trading margins will continue to be under pressure. Without the prospect of improved gross trading margins, merchants will have to emphasize internal programs to maintain and improve profitability. Programs to control expenses and improve productivity will receive considerable attention. Paper merchants have placed great emphasis on improved asset management in recent years, and this must obviously continue, primarily through the increasingly effective use of computerized systems.

However, in spite of a competitive marketplace in 1986, there will be opportunities for growth. Certain coated printing paper end-use markets, reprographics, computer papers, food service disposables, and specialized packaging materials, for example, will present such opportunities for fine paper and/or industrial merchants.

Thus, 1986 should be a good year—for those merchants who continue to operate efficiently, while effectively growing their businesses.

Our Industry is Undergoing Major Change

by George T. Jewett, president
Mead Merchants/Chatfield Paper
Cincinnati, OH

As we approach 1986, we look forward to some improvements in the economic outlook for our kind of business. We do not expect the economy to grow more than 3% to 4%. The important factor is that we should not be experiencing falling mill costs as we did in 1985.

I feel we have all learned to live without inflation to a greater degree and are better able to control our costs. As a company involved in printing papers, industrial papers and packaging, we work with a broad cross-section of the business community. This helps to level out the supply and demand and economic variables customers' encounter.

There is no doubt that our business is going through major change. We are attempting to meet that change by having a cost-efficient distribution network serving a well-trained and market-focused sales force. Come on 1986—we are ready for you!

Gulf Coast States will be Stimulated by Falling Dollar

by Herschel G. Maltz, president
Century Paper, Inc.
Houston, TX

Despite uncertain prospects for local and national markets, Century Papers (serving Tennessee and Mississippi west to Colorado, Arizona, Texas and Mexico) expects a growth rate of 3% in 1986. This forecast is encouraging in light of the current slowdown in our traditional markets caused by the ripple effects of falling oil prices on related industries such as retailing, housing, tourism and entertainment. In addition, many businesses are curtailing capital spending as they evaluate the possible effects of proposed Congressional budget cuts and tax reforms. A falling dollar will prove a positive force in this economy, increasing U.S. exports and stimulating a stagnant Gulf Coast shipping industry.

These divergent factors will necessitate changes in 1986 in the operations and marketing methods of paper merchants in the direction of reducing costs and improving services while increasing market share. Physical distribution procedures, which have remained virtually unchanged in 40 years, must be revised, and management information systems must support accelerated turnover of inventory and receivables. Century's marketing plans for 1986 will continue to feature promotion of "proprietary" products over commodity items, and continued emphasis on training.

As part of a growing trend, undercapitalized or independent distribution firms will be acquired and consolidated by stronger companies. Mergers between manufacturers and between merchants are dramatically changing traditional lines of distribution.

In any event, we expect that paper merchants will improve their performances in 1986 over 1985 levels. As professionals, we must draw upon our extensive experience and prepare to meet head-on the challenge of today's changing market structure. Century Papers is ready and able to meet these challenges in the coming decades.

Herschel G. Maltz

Positive Outlook for Specialty Packaging in Chicago Area

by Francis J. Houlihan, president
Fleetwood Paper Company
Franklin Park, IL

Francis J. Houlihan

Changes likely to affect our business in the year ahead are related to the importation of basic products which have been packaged abroad or will limit the amount of packaging used on domestic products. The more imports, the less packaging required for domestically manufactured products. Fleetwood Paper Company is an industrial packaging distributor and a designer of specialty packaging. Product lines include coated papers, films and foams or a combination of these products for use in protective packaging.

Extending credit to customers has always been a major concern of distributors, and it appears that this will become even more complex in the coming year. Just-in-time inventory, which is a trend in industry today, requires the distributor to maintain larger inventories in his warehouse to service the customer. From a credit position, the distributor then has to extend himself beyond his normal limits. When the merchandise is of a specialized nature, the distributor is liable for the outstanding balance of receivables plus remaining inventory.

Even though the economy appears to be stable, a large number of companies are still going out of business each year without any warning. Also, the trend toward industry mergers and acquisitions by large corporations leaves fewer small to medium size companies for competition. Their power is greater, with fewer choices of suppliers.

Fleetwood's trading gallery is primarily the Chicagoland area. Basically, we find our strength is in solving problems which exist in a prospective customer's packaging. We see our future (and the survival of the industrial paper

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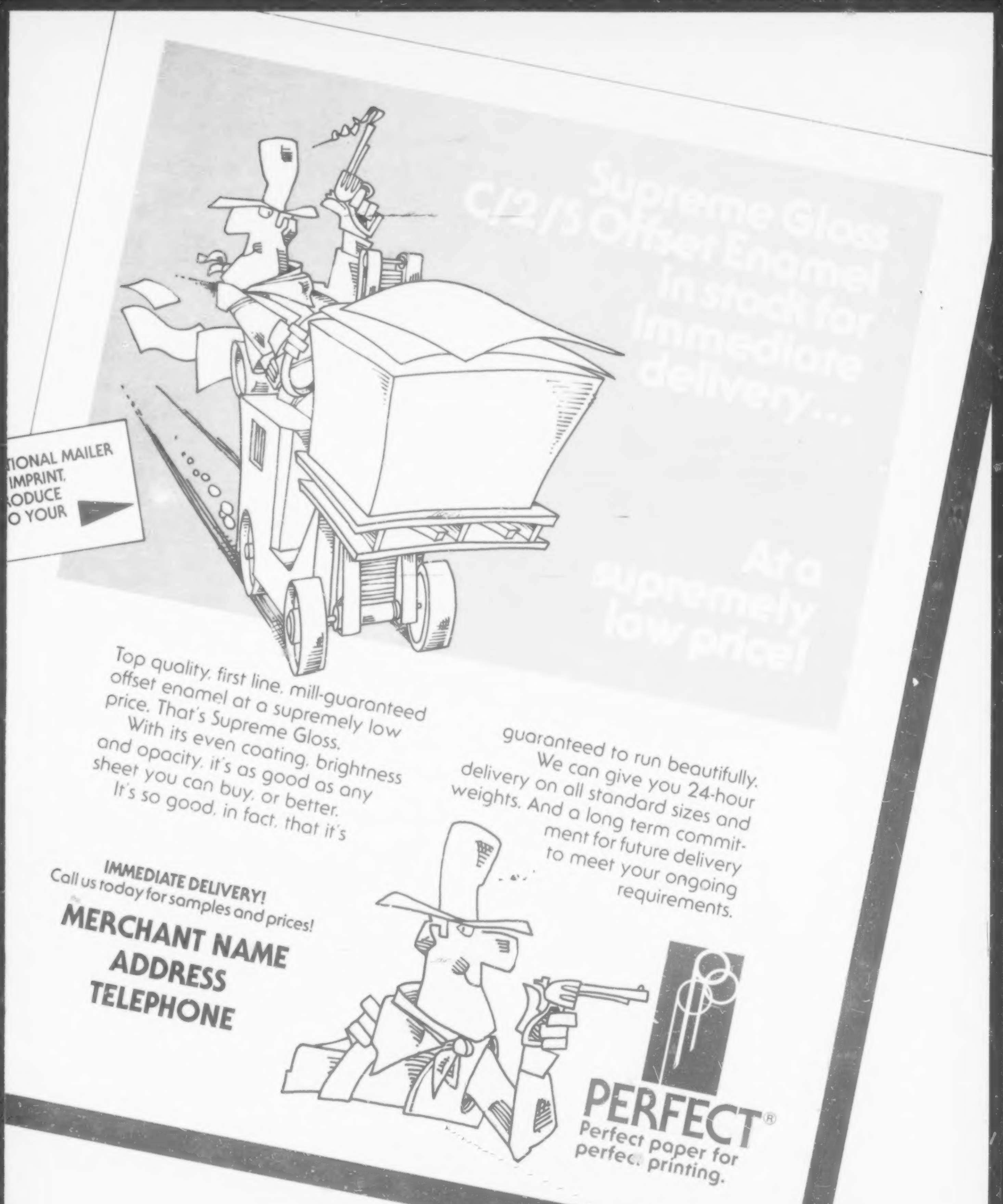
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CHAIRMAN'S CORNER

Who Will be Doing the Forecasts of the Future?

Last month my message was concerned with what we are doing to develop our people, within our own companies and throughout our industry. In this issue we have the opportunity to read the forecasts for 1986 as viewed by a few of the volunteer leaders of NPTA. The leadership characteristics of these authors have been developed through time with outstanding effort on their part and with excellent mentoring by others. Most certainly, each one can look back at several valuable learning experiences that helped bring them to the forefront of our industry.

We owe our thanks to the authors who have shared with us their outlook for 1986. These forecasts, each in their own way, add to our own experiential knowledge and help us gain a clearer perspective for 1986. Looking beyond 1986, who will be doing the forecasting? Who will be the new and developing leaders of our industry?

Are your education and training programs strengthening the abilities and encouraging the talents of your people? Is your leadership example such that at some point in time others will be able to look back and say you offered them the opportunity for a great learning experience? In short, are you using your leadership today to build leaders for tomorrow? Are people a significant part of your forecasting?

R W Abrams

Richard W. Abrams
NPTA Chairman

Lawrence C. Pollock

distributor) as becoming as specialized as possible, recognizing our strengths, and working in those specific areas. It has been our experience that anytime we stray from the flexible industrial packaging area, we become ineffective. Because of our expertise in this area, we are aware of the ever-changing needs for unique packaging requirements.

We feel fortunate that we have developed our field of expertise in the industrial packaging market because of the ever-changing need for this type of service. Our outlook for 1986 is very positive, and economic fluctuations are not of great concern, as we feel that there is a tremendous potential in specialty packaging in our market. The surface has just been scratched, and we know from experience that new opportunities are developed from extra efforts on our part. We are very excited about the new projects which we have undertaken and are just beginning to show results. We feel that this type of business takes one to four years to develop, but that is also our strength.

Good Management is Required in 1986

by Lawrence C. Pollock, president,
Pollock Paper Distributors
Dallas, TX

In a broad view, after reading many predictions of what this year will bring, it appears to us that the probability seems to indicate a slower growth curve in our area. Some of the bloom is "off the rose," caused by a variety of factors which are already on the record. Because the probability is for a continuing slow down in the rate of inflation, the opportunity to improve real profitability is there, which is the emphasis that we will want our managers to focus on in 1986.

Our objective will be to improve the quality of our customer base—accounts receivable, account evaluation and account contribution. First, we plan to monitor and improve our receivables both in days of sales outstanding (size) and in percentage past due (quality). Our assessment of economic indicators is that many of our customers will encounter cash flow problems next year and an above average number of them will declare bankruptcy. Several areas in Texas have not fared well during the last few years and they are all located in our trading area.

We plan to continue our account evaluation program which is aimed at identifying the real growth potential accounts. Some accounts in our present ledgers do not meet this test; they will be de-emphasized both by our salespeople and the branch locations.

Performance is felt to be the keyword here and our outside sales efforts will be directed principally to the best accounts with the strongest growth potential. We do not feel that we can afford to do otherwise.

The final area is similar, but it has to do with account performance—profit contribution. We all have accounts with good growth potential, but unfortunately, this does not insure they are being good profit contributors. The main thrust of our management training is being directed to this one end. Each account will be closely evaluated and the areas of substandard performance indentified. This will be done with the salesperson and if corrections cannot be effected in a reasonable time, the account will be removed from his ledger. Again, the need for above average production by our salespeople is considered basic to the companies' success in 1986.

Hopefully, next year will be one of the strongest ever and it certainly holds that promise for the distributor who focuses on account profitability and company performance. We look forward to this new year with optimism, tempered by a bit of realism—and it will require good management to achieve the desired results.

Going Online with Customers to Automate Procurement

Gene Shelton, president
Sunclipse, Inc.
Montebello, CA

Sunclipse, Inc. and its Kent H. Landsberg distribution divisions look forward to 1986 with positive expectations. Although uncertainties exist, such as the dollar and how its adjustment vis-a-vis other currencies will affect the paper export market, and what form and structure new tax laws (if any) will take, we feel our strengths position us well to take advantage of an economy we expect to perform with an ever upward bias throughout the year.

At Sunclipse, we feel our greatest asset is our people. Their innovative ability enables us to respond to changing situations and to seek out new markets and penetrate them effectively. In 1986, our focus will be on consolidating where necessary, realigning toward more efficiency and welcoming prudent expansion opportunities.

As corporate America recognizes the emergence of the "service" society, distribution as we know it today will change greatly. Telemarketing and direct mill marketing will increase, total computerization will become the norm. Our computers will allow us better response time and provide us tighter inventory organization and do many other things, but perhaps our most exciting expectation for them is that they will communicate with our customers' systems to establish a truly automated procurement and supply system.

We believe that technology is the future and that the future must be addressed now. To recognize coming trends and prepare for them is the opportunity for a business that will grow and prosper in the years ahead. Our people and our experience leave us well positioned to do that. We expect 1986 to allow us to reach new sales and profit goals as we have in eight of the last nine years.

People, Computers and Safeguarding Against Dishonesty in 1986

by Herbert Ginsberg, president
Grayco Products Corporation
Westbury, NY

The increasingly important problem of employee dishonesty through computers should be addressed by all of us in 1986.

With more and more of our firms coming "on-line," management should have clear-cut plans to inhibit dishonesty. With our increased use of sophisticated computer devices and programs, internal controls must be established using time-tested, past procedures and at the same time incorporating new ideas in computer management to stave off incursions from the ever more clever potential perpetrator.

Employee dishonesty, it is said, can be more dreaded than fire. The presence of fire is known almost immediately and can be subdued before much damage is done. Dishonesty, however, is frequently discovered only after a substantial loss has taken place. The "silent partner" can bring a firm to the brink of insolvency. There is no immunity from embezzelement; "trusted employees," or not.

Computer statistics should be logged and printed on a regular basis to examine who is doing what, in what program and at what specific time and day it is done. Plans of organization should establish lines of authority.

These printed records and forms are most necessary together with the sound practice in the division of duties, preventing any one person from being able to handle a transaction from beginning to end.

Polygraph testing and the scrupulous checking of personal references will help to eliminate applicants of poor character and will aid in the observance of inplace procedures. The constant supervision and enforcement of your plan and procedures are essential if success is desired. Your firm's fidelity and surety carrier can be a most valuable source of information to formulate a plan for your business. Your software house can assist you in the division of your programs, screens, and access codes to prevent incursions by unauthorized personnel who think they are "authorized."

Too often many of us plan ahead for sales and profits alone. Let us plan ahead for protection from unauthorized incursions with our use of sophisticated eletronic devices in 1986.

Gene Shelton

Herbert Ginsberg

Mime...A Marketing Tool That Sells

When you are considering how best to enliven and make memorable a sales meeting or training program, have you ever thought of using mimes? When you are opening a new territory and you want to gather prospective customers or press to listen to your statistics and the reasons you are the supplier to deal with or promote, have you looked into how mimes can help create a happily captive audience? When you are represented at a trade show and you want to draw buyers' attention to your booth, or you want to make an affair particularly festive to honor an individual or group, have you weighed the contribution mimes can make toward your success?

Timex, Faberge, Pan Am, General Host, Famolare, and Allercreme are among those corporations which have recognized mime's unique ability to deliver the message their particular situation demanded. They are among the major organizations that have been using the services of a theatrical mime company, the New York Pantomime Theatre. The NYPT has a division, PromoMime, that tailors its programs to the aims and budgets of industry.

Why mime? Why is it uniquely effective? Of course, mime has novelty value. Mimes can create invisible but nonetheless real objects in space. Mimes can stride across the earth or climb to the moon while physically confined to one small area. This kind of movement has always held a peculiar fascination for virtually everyone, no matter how sophisticated or naive.

But novelty is perhaps mime's least important contribution. The most obvious element of mime—so apparent it is frequently overlooked—is that mime is the only theatrical art that does not need words. This means that your company's words— your presentation, your sales pitch, your training information—is heard, reinforced, made unforgettable, exciting, and fun.

It has been demonstrated over and over again that the mind grasps and retains data best in pleasurable circumstances when attention is given willingly and when the message reaching the ears is emphasized by a visual stimulus that is accepted enthusiastically. Further, the concentration a top mime brings to a performance enhances the focus of the audience on the point the event is making. Whether the treatment is elegant or comic, it is surprising, and always engrossing.

Using the Mime Approach

Let's look at a few examples to understand how and why mime works so well, bearing in mind that every project could have been modified for the purposes of the paper industry.

Timex Corporation had space in a trade show at the New York Hilton. The company wanted to attract the major buyers and press away from the other exhibitors to show off its new line of watches without competition. Timex began with a lavish cocktail party in another hotel nearby, the Plaza, but the bait was a promised performance of the New York Pantomime Theatre. What the audience got was a half-hour production with seven mimes, two narrators, music and projections.

The first half was a light-hearted, hilarious history of timepieces. In 15 minutes and a dozen costume changes, it took the spectators from caveman days until Timex was born, and then went into the sell for the new line. The climax was "Today Timex times the world...tomorrow, the stars!" The audience did more than laugh from beginning to end. It stayed to place orders or interview the executives. Timex and its public relations and advertising agencies could not have been more pleased with the results.

Allercreme decided to expand into a new territory, the Northeast, from its base

in Texas. To introduce its cosmetics line, all the members of the press dealing with beauty were invited to a breakfast at the Plaza. The Allercreme executives were afraid—and rightly so—that the prepared talk was so boring the reporters would take to their heels immediately after the last course. Allercreme turned to mime. The first thing the mime company did was rewrite the speech for the ear, keeping the sense of it intact. A mime script was developed that gave visual emphasis to every point. When the speaker quoted statistics, five mimes paraded the numbers on signs and rejoiced. When the speaker praised Allercreme's history and products, the mimes dramatized the scenes and were awe-stricken at the splendor of it all. Not one press rep left. At the finish, they literally cheered the speaker as well as the mimes.

Kelly Service—the Kelly Girl temporary office help people—held a national sales meeting in Detroit. A new piece of equipment was introduced, the "Kelly Key," on which all typists were to be trained in the future. The company showed a training film in which a female mime, dressed in a variety of period costumes, labored over out-dated office equipment and then demonstrated graphically how the Kelly Key works to guarantee the efficiency of any employee Kelly sends out.

General Host held a week-long sales conference in Tarpon Springs, FL for the top brass of its subsidiary food corporations. The high point was the final dinner with a 30-minute performance to top it off. Two mimes, backed up by a narrator and music, presented a satiric history of food in which, to the delight of the executives, their products were included.

When Pan Am gave a luncheon to honor its ex-stewardesses, four mimes plus a musician offered a comic review of life in the air, "Coffeé, Tea or Me," which drew laughter of recognition from the guests and praise from the head of Pan Am on the dais.

Each of these mime presentations was created to make something sparkling, gain attention, and be effective out of what could have been a routine, prosaic event. Why not let the very special qualities of mime work for your next sales meeting, training program, or reception?

by Muriel Broadman

Industrial
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Compensation

National Paper Trade Assn., inc.
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Great Neck, NY 11021

Please send me _____ copy(s) of **INDUSTRIAL PAPER SALES COMPENSATION** at $40.00 each plus $2.00 shipping and handling per copy.

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Growth of 2% Annually Forecasted for Mill Capacity

The ability—and the willingness—to improve machines and/or change product lines could very well be the key to maintaining a healthy manufacturing facility amidst changing market conditions. For some manufacturers of newsprint, unbleached kraft packaging paper, paperboard and bleached sulfate market pulp, converting to the production of a completely different end product may be the only way to continue cost-efficient operations.

The American Paper Institute's annual paper, paperboard and wood pulp capacity survey indicates that the total capacity for paper and paperboard is expected to be 78.8 million tons in 1988 compared with 74.3 million tons in 1985. The increase represents an annual average growth rate of 2%. Wood pulp capacity will reach a total of 60.7 million in 1988 as compared with 1985's 58.6 million capacity, an annual average growth rate of 1.2%.

Pulp's lower growth rate—as compared with paper—reflects the planned increases in integration of existing market pulp capacity as well as expanded use of recycled fiber. While capacity to produce market pulp experienced a significant 427,000 ton increase in 1985, it is expected to lose 133,000 tons from 1986 through 1988. But, the projected growth patterns for individual product grades should vary considerably over the next three years.

Wood Pulp

Future growth in capacity for sulfate pulps which, in the last ten years, has grown from a 67% to a 75% share of all wood pulp, will proceed at a modest rate, averaging 1.2% annually through 1988. The increase will trail the 2.5% average growth rate of the last ten years as well as the rates of expansion of paper and paperboard products that constitute their end use

Newsprint

The last new newsprint machine in the U.S. went on-stream in 1983. For the second year in a row, no significant gain in capacity for newsprint is expected. Miscellaneous increases, totaling only 53,000 tons, are reported for 1986 through 1988.

Canadian mills, which manufactured 58% of all newsprint consumed in the U.S. in 1984, are also reporting modest capacity increases. A recent Canadian Pulp and Paper Association survey reports net capacity gains of only 198,000 annual tons between 1986 and 1987. On the basis of the U.S. and Canadian surveys, North American newsprint capacity in 1987 is estimated at 16,873,000 tons.

World Capacity of Paper & Paperboard [illegible]

World Economies	1984	1988	Percent Increase
WORLD TOTAL	212,761	230,519	8.3
DEVELOPED MARKET ECONOMIES	166,023	180,081	8.5
NORTH AMERICA	83,129	88,904	6.9
U.S.	67,581	72,494	7.3
Canada	15,548	16,410	5.5
JAPAN	23,495	25,169	7.1
WESTERN EUROPE	54,729	60,574	10.7
E.E.C.	28,538	31,809	11.5
Nordic countries	17,055	19,205	12.6
Rest Western Europe	9,136	9,560	4.6
OCEANIA	2,894	3,160	9.2
OTHERS	1,776	2,274	28.0
DEVELOPING MARKET ECONOMIES	20,151	23,267	15.5
AFRICA	1,020	1,145	12.3
LATIN AMERICA	11,183	12,897	15.3
of which: Brazil	3,096	3,665	18.4
Mexico	4,228	4,950	17.1
ASIA	7,948	9,225	16.1
CENTRALLY PLANNED ECONOMIES	26,587	27,171	2.2
of which: USSR	14,000	14,000	—

Source: Food and Agriculture Organization of the United Nations. U.S. capacity-American Paper Institute.

Printing and Writing Papers

Continuing the past trend of expansion, producers report plans for strong gains in printing and writing paper capacity. Seven new paper machines and several planned conversions of existing machines from the production of other grades are scheduled to come into operation in the years 1986 through 1988. Almost 2.5 million tons of new printing and writing paper capacity are reported for these years, showing an annual average growth rate of 3.9%. This gain should bring the potential annual production of printing and writing papers to 22,935,000 tons in 1988.

Uncoated free sheet papers and coated papers, the major printing and writing grade categories, will account for almost all new capacity gains and will grow at annual rates averaging 4.0% and 5.2% respectively.

Paperboard and Kraft Packaging Paper

Unbleached kraft paperboard capacity in the three years ahead is estimated to grow 1.6% per year. During the last ten years, the annual rate of growth was 2.5%. Meanwhile, producers of solid bleached and recycled paperboard plan to expand capacity at rates averaging 3.1% and 1.7% annually, and both of these rates of expansion are considerably higher than those achieved during the preceeding 10 years.

The already established decline in unbleached kraft packaging paper capacity will continue as major facilities are taken out of production and modified to produce other grades.

"These conversions supplement the more customary capacity gains from both new mills and new machines, and from improvements to existing plants and permit the industry to maintain capacity growth deemed consistent with demand for specific products," said Norma Pace, API's senior vice president.

In a well established trend, the South Atlantic and East and West South Central regions of the U.S. continue to play a major role and in 1984, accounted for 50% of all U.S. paper and paperboard capacity. In wood pulp capacity, the region is even more dominant, providing 70% of all the U.S. manufactures. Between 1985 and 1988, these regions will increase their share for paperboard and will provide 70% of all new expansion, including virtually all kraft paperboard and most new tissue capacity.

The Central region, during these years, will increase capacity share for semi-chemical paperboard with 78% of all new capacity, and for wood pulp with 20% of total additions. The Western region will achieve gains in capacity for recycled paperboard and printing and writing papers, while the Northeast will lose capacity share in each of the major grade categories.

Overall, the consumption of wood pulp, recyclable paper and other vegetable-based raw materials for papermaking should decline. Similarly, pulpwood consumed in the manufacture of wood pulp should also decline. These reductions reflect expected cutbacks in the production of paper and paperboard for 1985 as a whole. Producers do anticipate a return to more normal consumption levels in the next three years.

Paper and Paperboard Capacity Summary Annual

Practical Maximum Basis
Thousands short tons

GRADES	1984	1985	1986	1987	1988*
TOTAL ALL GRADES	75,943	76,696	78,158	80,063	81,125
Total Paper & Paperboard	73,098	74,304	75,803	77,708	78,768
Total Paper	**37,106**	**37,577**	**38,200**	**39,327**	**40,069**
NEWSPRINT	5,851	5,820	5,825	5,850	5,873
PRINTING WRITING & RELATED	19,890	20,470	21,189	22,343	22,935
Uncoated Groundwood	1,704	1,644	1,625	1,633	1,634
Coated Groundwood	3,766	3,907	4,116	4,385	4,534
Coated Free Sheet	2,791	2,815	2,868	3,116	3,300
Uncoated Free Sheet	10,058	10,562	11,030	11,631	11,868
Cotton Fiber	181	188	187	192	193
Thin Papers	338	330	330	330	330
Solid Bleached Bristols	1,051	1,023	1,032	1,056	1,075
PACKAGING & IND. CONV.	6,088	5,950	5,741	5,592	5,643
Unbleached Kraft	3,972	3,862	3,619	3,423	3,439
Bleached Packaging & Ind. Conv.	599	552	576	580	581
Specialty Packaging	549	541	534	542	542
Special Industrial	968	996	1,011	1,047	1,080
TISSUE	5,276	5,338	5,446	5,543	5,619
Total Paperboard	**35,992**	**36,726**	**37,603**	**38,381**	**38,699**
UNBLEACHED KRAFT	17,834	18,068	18,370	18,739	18,954
of which Kraft Linerboard	16,565	16,780	17,090	17,446	17,596
SOLID BLEACHED	4,185	4,375	4,664	4,761	4,792
SEMICHEMICAL	5,252	5,415	5,493	5,612	5,636
RECYCLED	8,722	8,869	9,077	9,268	9,317
Total Construction Paper & Board and Other	2,845	2,392	2,355	2,356	2,357

**Capacity additions presented here for 1988 include only presently known commitments and do not necessarily represent final expansion plans of the industry for that year.*

Totals not adjusted for rounding differences.
Source: American Paper Institute

The New Paper Merchant Sales Report: The Monthly Market Barometer

What would it be worth to a typical paper merchant to have an ongoing monthly indicator of his sales and asset management? How valuable would it be to track his performance versus other printing or industrial paper merchants, nationwide and by region? And what would he have to do to get this kind of vital day-to-day operating report?

The answer lies with NPTA's *Paper Merchant Sales Report*, published monthly in *Management News* magazine. There are a host of benefits for the paper merchant:

- It is timely.
- It is free of cost as a member service.
- Key sales, receivables and inventory statistics vital to every merchant operation are included, by printing and industrial paper classification.
- It is completely confidential (company ID numbers are used on survey forms—not company names).
- It is valid and representative. Over $2.1 billion in industrial paper sales annually and $5.3 billion in printing paper sales annually are represented by participants.
- All regular survey participants are sent a special early mailing of the report, received 1–2 weeks earlier than in *MN*.

Improvements for 1986

NPTA has devoted considerable time and efforts to improving the Sales Report for 1986. A completely new computer software program was developed and thoroughly tested during 1985. It will provide greater flexibility in processing data, increased reliability and representation and a faster production turn-around time.

Several NPTA reporting regions have been restructured to make the statistics more meaningful for merchants. Twelve regions will be tracked, versus 10 last year.

New Region #4 includes: OH, MI, WV, KY and new Region #8 includes: WI, IL, IN, MO. New Region #9 states were originally included in Region #6. These states are: AK, WA, OR, ID.

The greater the number of companies participating in the program, the more refined NPTA can make these regions, zeroing in on specific cities (NY, Chicago, Los Angeles metro areas now calculated). The Association constantly evaluates these regions to ensure that they meet the needs of merchants operating within them.

Another improvement is the ability to calculate state statistics at year-end. These can then be compared with government information from the Census of Wholesale Trade (published every five years, last done in 1982) to track changes in sales growth and market share by state.

A sample of the new sales report appears in this article. Note the addition of new regions 8 and 9 (Midwest, Pacific Northwest).

(See sample report on page 25.)

Why NPTA Members Should Participate

If more companies participate in the monthly sales report survey, the sales, receivables and inventory measures cal-

Paper Merchant Sales Report Information

☐ Yes, I'd like to participate in the monthly sales report survey. Please issue my firm a confidential ID number and begin sending surveys to: (key contact's name and address).

____

____

____

☐ I have some questions and need more information. Please call me.

Name ____

Company ____

Address ____

City ____________________ State __________ Zip __________

Phone ( )________________________________

☐ Let me know if my firm participates now, I'm not sure. (Fill out address section above).

culated become more representative of actual market conditions. This makes the report more valuable to the company executive and the industry in general. Also, as participation builds in specific regions, new "metro/city" regions can be developed, focusing on specific trading areas.

By participating on a regular monthly schedule, members automatically receive a free "early mailing" sooner than non-participants.

Confidentiality of information is assured by the use of special ID codes—the company name never appears on the survey form sent to NPTA.

To find out more about the program, and learn how to participate now, please complete the coupon on page 24 and send to: John LaRosa, director of research, NPTA, 111 Great Neck Road, Great Neck, NY 11021.

ACTIVITY/JANUARY 1986

PAPER MERCHANT SALES REPORT

NPTA Region	Sales Per Selling Day January 1986 - Compared To - January 1985	Sales Per Selling Day January 1986 - Compared To - January 1985	Sales Per Selling Day 1986 Year-to-Date - Compared To - 1985 Year-to-Date	Days Outstanding (Accounts and Notes) At Close of January		Calendar Day Cost* of Ending December Inventory	
				1985	1986	1984	1985
INDUSTRIAL							
1	+ 3.9	+ 7.1	+ 5.9	43	41	—	58
2	− 2.6	− 2.5	− 1.4	36	36	50	50
3	+ 3.4	+ 5.1	2.8	36	40	59	67
4 *MODIFIED*	− 2.2	− 3.9	− 1.4	38	37	58	52
5	+ 3.5	− 5.9	+ 5.4	35	33	54	54
6 *MODIFIED*	− 1.5	− 6.5		40	42	—	—
7	− 0.7	− 2.0	− 3.4	41	37	50	54
8 NEW FOR 1986	− 4.1	− 3.0	13.4		35		60
9 NEW FOR 1986	+ 0.7	+ 9.8	+ 10.5		37		58
NY	+ 12.6	+ 4.3	+ 10.0	47	49	—	—
Chicago	+ 5.7	3.7		35	39	—	—
LA	− 5.8	− 0.3		[illegible]	48	54	—
US	+ 0.3	− 1.7	+ [illegible]	39	39	54	55
PRINTING							
1	− 4.8	− 0.9	+ 4.5	51	53	—	—
2	− 1.5	− 5.[illegible]	3.3	45	45	60	60
3	+ 5.2	0.4	+ 6.5	43	44	72	81
4 *MODIFIED*	3.7	[illegible]	+ 5.1	39	48	65	65
5	+ 4.6	− 1.4	+ 0.7	44	45	73	70
6 *MODIFIED*	4.8	− 5.2		41	47	—	63
7	4.0	8.0	1.4	42	40	66	78
8 NEW FOR 1986	− 5.1	+ 6.3	− 6.8		43		68
9 NEW FOR 1986	+ 6.8	4.7	+ 2.4		42		65
NY	+ 3.5	9.9	+ 0.3	41	40	—	—
Chicago	− 2.2	− 4.8	5.3	42	44	—	—
LA	− 5.1	+ 4.4	+ 3.5	46	44	78	75
US	− 1.0	− 3.6	+ 2.1	44	44	69	69

SAMPLE

*To calculate monthly inventory turnover, divide 365 calendar days by # of calendar days cost, e.g., 365/73 = 5.00x

Insufficient data to calculate valid number

Region 1: CT, ME, MA, NH, RI & VT
Region 2: DE, DC, MD, NJ, NY & PA (excluding NY Metro)
Region 3: AL, FL, GA, NC, SC, TN & VA
Region 4: OH, MI, WV, KY
Region 5: CO, IA, KS, MN, MT, NE, ND, SD, WY
Region 6: UT, AZ, NV, NM, CA, HI (excluding LA Metro)
Region 7: AR, LA, MS, OK & TX
Region 8: WI, IL, IN, MO (excluding Chicago Metro)
Region 9: AK, WA, OR, ID
NY Metro: NY: New York City, Long Island and Westchester Co. NJ: Counties of Bergen, Essex, Hudson, Middlesex, Passaic and Union
Chicago Metro: IL: City of Chicago and Cook, DuPage and Lake Cos. IN: Lake Co.
LA Metro: Cities: Los Angeles, and San Diego. Counties: Los Angeles, San Diego, Orange and Ventura (and neighboring parts of Riverside and San Bernadino)

Selling Days

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The total figure provided for closing accounts and notes receivable is divided by the average sales per calendar day. The result is the number of days outstanding at the end of the month being prepared.

PAPER MERCHANT
GROWTH STRATEGIES

%
34
20%
25
17%
32
42

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111 Great Neck Road
Great Neck, NY 11021

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Title ____________
Company ____________
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City ____________
State ____________ Zip ____________

NPTA Salutes 43 Companies That Joined in 1985

The National Paper Trade Association rolled out quite a healthy list of new members in 1985. "We're very pleased that these fine companies have realized the benefits of membership in NPTA," said John J. Buckley, Jr., president of the Association. "The strength of our organization comes from the membership," he said, "and I am happy to report that NPTA has the greatest number of firms as members in its history."

The growth in membership is clearly a result of greater services provided to the industry. "We have been in the service business for 83 years," said NPTA's director of membership services Richard J. Lerman. "Our portfolio of seminars, conferences, books, periodicals, industry trend analyses, reports and other specialized services to the paper distribution industry has made us the focal point for companies seeking information that will help them operate their businesses more economically and profitably."

Trial Member Program

Many of the companies from around the country that joined NPTA in 1985 did so through the Association's "Trial Member Program." Launched for the first time in 1983, this program introduced paper distributors to the value of NPTA services for a six month period. During that time, they had a chance to "see for themselves" what NPTA is all about.

There are currently 32 companies participating in the trial member program. "It is our hope that they will take this time to evaluate NPTA, its services to the industry and the management support we provide" Lerman said.

New Members in 1985

"A" Sales, Inc.
1955 Dallas Trade Mart
Dallas, TX 75207
Jerry Burnet, President
established: 1973
type: dual

Access Paper & Converting
9570 E. 55th Street
Countryside, IL 60525
Larry E. Boals, President
established: 1984
type: printing

American Fine Paper
103 W. College Avenue
Suite 1103
Appleton, WI 54911
David S. Grayson, President
established: 1981
type: printing

Richard Bauer & Co., Inc.
627 West 42nd Street
New York, NY 11238
Joseph Hofheimer, President
established: 1916
type: dual

Bellerive Paper Company
5826 South Broadway
St. Louis, MO 63111
Harry W. Tretter, Jr., President
established: 1982
type: industrial

H.T. Berry Company Inc.
50 North Street
Canton, MA 02021
Henry T. Berry, President
established: 1968
type: industrial

Capital City Paper Company
1212 Stevenson Drive
Springfield, IL 62708
Bob Bunn, President
established: 1912
type: dual

Carolina Retail Packaging, Inc.
711 E. Main Street
Lexington, SC 29072
Vincent D. Egan, President
established: 1973
type: industrial

Classic Packaging Corp.
1-2280 Tyner Street
Port Coquitlam, BC V3C 2Z1
B.W. Palmer, President
established: 1979
type: industrial

Communication Paper Corporation
1845 New Highway
Farmingdale, NY 11735
Stephen E. Obletz, President
established: 1973
type: printing

Fidelity Paper and Supply Corp.
5 Lawrence Street
Bloomfield, NJ 07003
Pierre Guariglia, President
established: 1957
type: industrial

Hope Dispensing Systems
207 E. Buffalo Street
Milwaukee, WI 53202
Samuel N. Hope, President
type: industrial

Image Supply Inc.
2114 N. Cedar Street
Lumberton, NC 28358
David L. Edge, President
established: 1976
type: industrial

J. M. Sales, Inc.
2969 N.W. 77 Avenue
Miami, FL 33122
James R. Meade, President
established: 1975
type: dual

Katzke Paper Company
2495 S. Delaware Street
Denver, CO 80223
Clarence G. Katzke, President
established: 1948
type: industrial

Krasny Supply Company, Inc.
538 Milwaukee Avenue
Chicago, IL 60622
Irving Naiditch, President
established: 1979
type: industrial

Michigan Paper Company
3155 W. Big Beaver Road #121
Troy, MI 48084
John V. Bonander, President
established: 1983
type: printing

National Paper & Packaging Inc.
70 Franklin Avenue
Brooklyn, NY 11205
Martin Schlesinger, President
established: 1979
type: industrial

North Georgia Paper & Specialty
1507 East Main Street
Blue Ridge, GA 30513
Donald J. Clements, President
established: 1984
type: industrial

Northwest Wholesale Supply Company
P.O. Box 41
Eau Claire, WI 54702
George E. Orendorff, President
established: 1929
type: industrial

Packaging & Handling Supplies Company
3030 Springboro Road
Dayton, OH 45439
J.G. Nazarenus, President
established: 1970
type: industrial

Paper Mart
5858 Corvette Street
Los Angeles, CA 90040
Marianna S. Frick, President
established: 1920
type: industrial

Paper Mills Agency, Inc.
1213 First Avenue South
Seattle, WA 98134
John F. Bradley, President
established: 1924
type: printing

Paper Sales Inc.
151 N. Rock Island
Wichita, KS 67202
Frank D. Hamrick, President
established: 1983
type: industrial

The Paper Shack & Container Stores, Inc.
Box 5632
Bossier City, LA 71171
Lionel W. Eltis, President
established: 1976
type: industrial

Peninsula Paper Company
1991 Hartog Drive
San Jose, CA 95131
Terry A. Lofgren, President
established: 1927
type: industrial

Penn Jersey Paper Company
2801 Red Lion Road
Philadelphia, PA 19154
Thomas R. Furia, Sr., President
established: 1963
type: industrial

Polyplast Group Inc.
9210 NW 12th Street
Miami, FL 33172
Robert K. Ruland, General Manager
established: 1983
type: industrial

Porters Supply Company
208 South Pulaski Street
Baltimore, MD 21223
Norman Gilden, President
established: 1945
type: industrial

G. A. Rinn Paper Co., Inc.
1101 N. Plymouth Street
Allentown, PA 18001
Robert E. Kline, President
type: printing

River House Distributors
RD#1 West River Road North
Fulton, NY 13069
Raffaela A. Arena, President
type: dual

Rockford Wholesale Paper Company
611-613 Chestnut
Rockford, IL 61105
type: industrial

San Luis Paper Co.
P.O. Box 1859
San Luis Obispo, CA 93406
Harold Larsen, President
type: industrial

Service Paper Company
3324 Lind Avenue S.W.
Renton, WA 98055
Joe Holton, CEO
type: industrial

Spartan Paper Products
305 West Maple Avenue
Orange, CA 92666
Gary Mead, President
type: industrial

Star Paper Company, Inc.
133 Hale Street
Haverhill, MA 01830
Nicholas Peterson, President
type: industrial

Steen-Macek Paper Company
3224 Market Street
Green Bay, WI 54307
William Hayes, President
type: dual

The Stevens Company
6550 Okeechobee Boulevard
West Palm Beach, FL 33411
Louis A. Stevens, President
type: industrial

System Packaging Co., Inc.
5951 Rickenbacker Road
Los Angeles, CA 90040
Emil Halimi, President
type: industrial

Thompson Merchandising & Supply
5600 6th Avenue South
Seattle, WA 98108
Dick Thompson, President
type: industrial

Valiant Paper & Packaging Co., Inc.
75 Knickerbocker Road
Moonachie, NJ 07074
Gary S. Cohen, President
type: industrial

Wegbreit & Associates, Inc.
3420 E. Shea Boulevard
Phoenix, AZ 85028
Norman Wegbreit, President
type: dual

Whitaker Carpenter Paper Company
2651 Carl Boulevard
Elk Grove Village, IL 60007
T. Washburn, President
type: printing

GROWING MARKET AREAS

According to the National Planning Association, (NPA) our country's population growth rate is slowing. While our growth rate was 1.1% from 1970–1982, all expectations are now for a 0.8% increase for the period 1982–2000. 40 States will grow more slowly than they did in the past NPA predicts. The five fastest growing states will be: Arizona, Nevada, Florida, Utah, New Hampshire.

PAYING FOR TRAINING

What do you spend on the training of sales people? A recent study published in Sales & Marketing *magazine reported that "industrial products" companies spent the most—$25,700 per head in 1984. Quite a chunk of money. "Consumer" products companies were at $17,810, a jump of 7.2% in one year. The average training period was 18 weeks.*

The greatest increase was in the service sector. The figure of $18,100 per sales person represented a 13.1% increase for this group.

CHANGE OF ADDRESS

Do not miss one issue of NPTA *Management News* magazine. Please notify us ***prior*** to your relocation so that we may change our records.

Forward changes to:
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NPTA Management News
111 Great Neck Road
Great Neck, NY 11021

Change date:
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☐ *future* ______________________
date

Use the mailing label from the cover of this issue of *MN:*

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PAPER MERCHANT SALES REPORT

NPTA Region	Sales Per Selling Day November 1985 - Compared To - November 1984	Sales Per Selling Day November 1985 - Compared To - October 1985	Sales Per Selling Day 1985 Year-to-Date - Compared To - 1984 Year-to-Date	Days Outstanding (Accounts and Notes) At Close of November 1984	1985	Calendar Day Cost* of Ending October Inventory 1984	1985
INDUSTRIAL							
1	- 2.2	2.4	+ 5.0	44	41	—	71
2	- 1.0	+ 6.4	2.8	34	35	54	47
3	- 1.2	+ 0.8	2.9	38	39	60	60
4	- 1.0	+ 4.2	3.0	34	37	55	52
5	+ 0.4	+ 2.8	+ 5.8	33	33	56	57
6	2.3	1.0	†	38	42	—	—
7	7.0	3.3	4.3	41	37	52	57
NY		10.1	+ 8.5	46	41	—	—
Chicago	5.5	+ 11.7	+ 0.0	37	40	—	—
LA	11.5	1.8	1.8	51	50	44	66
US	− 0.1	+ 0.2	− 0.6	39	39	54	55
PRINTING							
1	+ 8.6	+ 14.9	+ 4.5	50	52	—	—
2	- 1.5	+ 9.7	+ 3.9	46	45	60	58
3	+ 3.3	- 0.1	+ 6.3	44	43	69	72
4	+ 4.1	+ 7.2	+ 5.6	44	41	60	59
5	+ 9.3	+ 0.7	+ 0.9	38	42	70	69
6	2.7	+ 0.3		39	42	—	62
7	3.3	7.0	2.8	41	40	66	69
NY	6.9	+ 5.0	+ 1.1	40	42	—	—
Chicago	12.8	+ 4.1	7.0	42	43	—	—
LA	0.6	+ 4.4	+ 2.6	44	42	75	77
US	+ 0.3	+ 4.6	+ 2.4	43	43	66	65

*To calculate monthly inventory turnover, divide 365 calendar days by # of calendar days cost, e.g., 365/73 = 5.00x.

†Insufficient data to calculate valid statistic.

Region 1: CT, ME, MA, NH, RI & VT
Region 2: DE, DC, MD, NJ, NY & PA (excluding NY Metro)
Region 3: AL, FL, GA, NC, SC, TN & VA
Region 4: IL, IN, KY, MI, MO, OH, WV & WI (excluding Chicago Metro)
Region 5: CO, IA, KS, MN, MT, NE, ND, SD, WY
Region 6: AK, AZ, CA, HI, ID, NV, NM, OR, UT & WA (excluding LA Metro)
Region 7: AR, LA, MS, OK & TX
NY Metro: NY: New York City, Long Island and Westchester Co. NJ: Counties of Bergen, Essex, Hudson, Middlesex, Passaic and Union
Chicago Metro: IL: City of Chicago and Cook, DuPage and Lake Cos. IN: Lake Co.
LA Metro: Cities: Los Angeles, and San Diego. Counties: Los Angeles, San Diego, Orange and Ventura (and neighboring parts of Riverside and San Bernadino)

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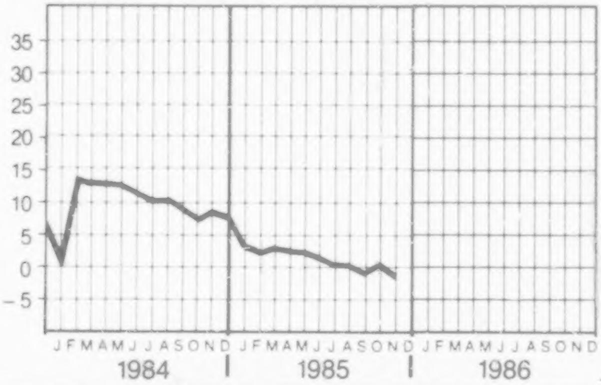
PAPER MERCHANT SALES REPORT

SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

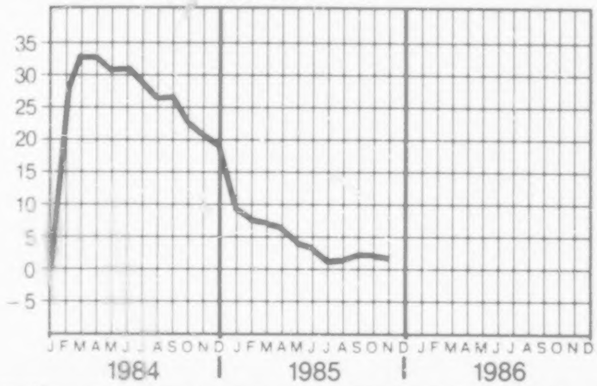
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



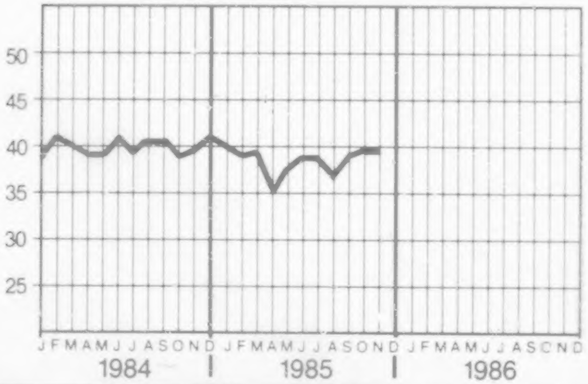
PRINTING PAPER SALES NATIONALLY



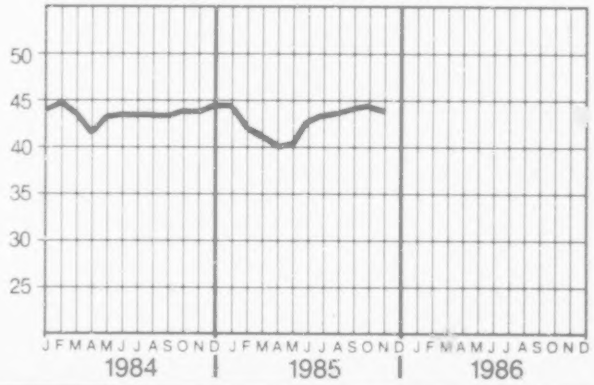
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



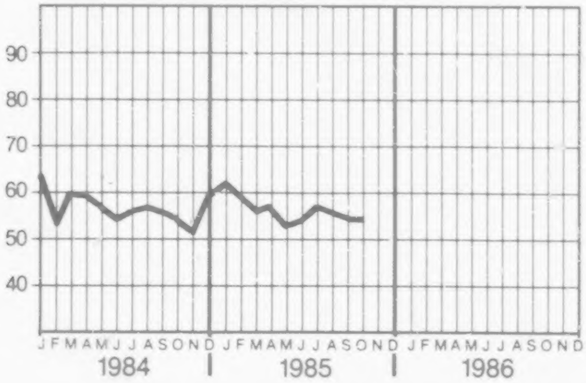
PRINTING PAPER RECEIVABLES NATIONALLY



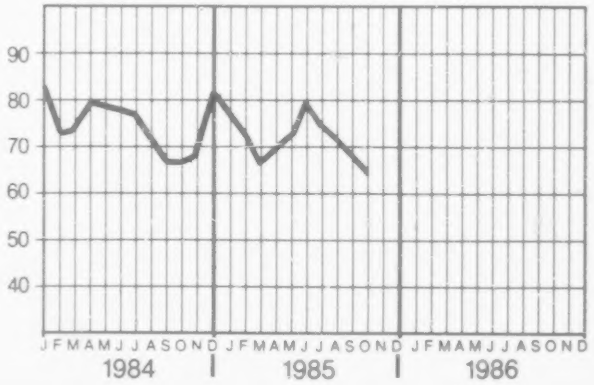
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



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Salesman Stock Inquiry
Multiple Costing in Product File
Salesman Commission Analysis
Product Scan Inquiry
Last Quantity and Selling Price
Detail Purchase History
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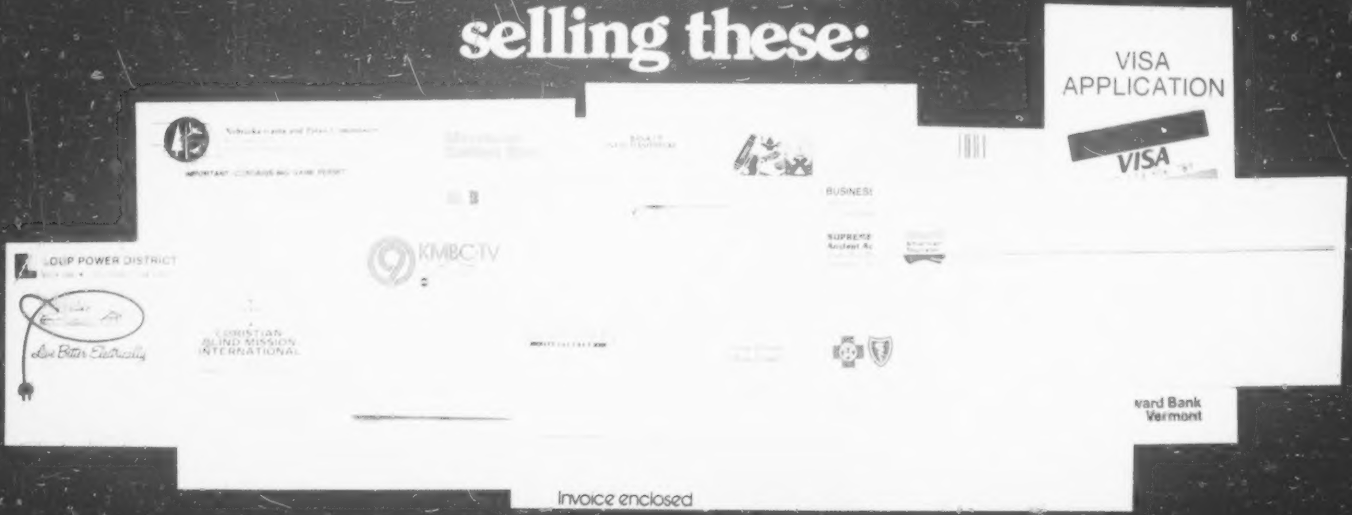
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VISA
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CHRISTIAN BLIND MISSION INTERNATIONAL
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BUSINESS
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Invoice enclosed

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Of course, it may take a little more effort to sell the printed envelope order. But your profit will make it all worthwhile. And your customers will appreciate what printed envelopes will do for their businesses. They'll show their appreciation by placing another order. And another. And another.

Then watch your profits grow.

Contact a service representative at the plant nearest you to find out about our Envelope Printing Guide and our new Envelope Printing Slideshow Presentation. Both are full of helpful tips on selling printed envelopes.

New York Envelope Group
Long Island City, NY
Brooklyn, NY (Envelope Convertors)
Union, NJ (Champion Envelope)

National Envelope Group
Atlanta, GA; Lenexa, KS;
St. Louis, MO; Worcester, MA

Grow with National

Who but New York/National sells only to you; not to your customers.

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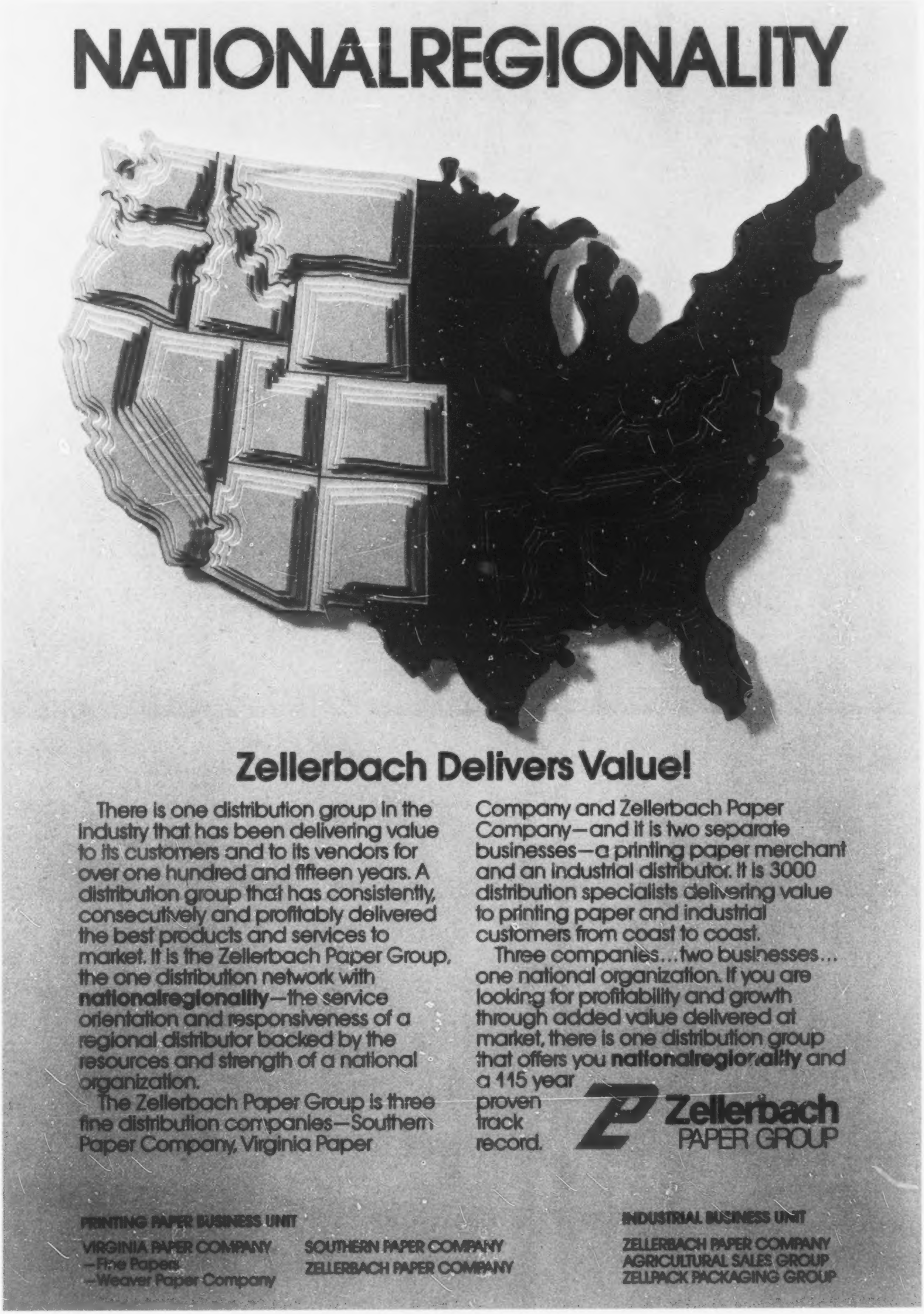
NPTA MANAGEMENT NEWS
FEBRUARY 1986

MN

Planning Marketing Moves in 1986



NATIONALREGIONALITY

Zellerbach Delivers Value!

There is one distribution group in the industry that has been delivering value to its customers and to its vendors for over one hundred and fifteen years. A distribution group that has consistently, consecutively and profitably delivered the best products and services to market. It is the Zellerbach Paper Group, the one distribution network with **nationalregionality**—the service orientation and responsiveness of a regional distributor backed by the resources and strength of a national organization.

The Zellerbach Paper Group is three fine distribution companies—Southern Paper Company, Virginia Paper Company and Zellerbach Paper Company—and it is two separate businesses—a printing paper merchant and an industrial distributor. It is 3000 distribution specialists delivering value to printing paper and industrial customers from coast to coast.

Three companies… two businesses… one national organization. If you are looking for profitability and growth through added value delivered at market, there is one distribution group that offers you **nationalregionality** and a 115 year proven track record.

Zellerbach
PAPER GROUP

PRINTING PAPER BUSINESS UNIT

VIRGINIA PAPER COMPANY
—Fine Papers
—Weaver Paper Company

SOUTHERN PAPER COMPANY
ZELLERBACH PAPER COMPANY

INDUSTRIAL BUSINESS UNIT

ZELLERBACH PAPER COMPANY
AGRICULTURAL SALES GROUP
ZELLPACK PACKAGING GROUP

MN

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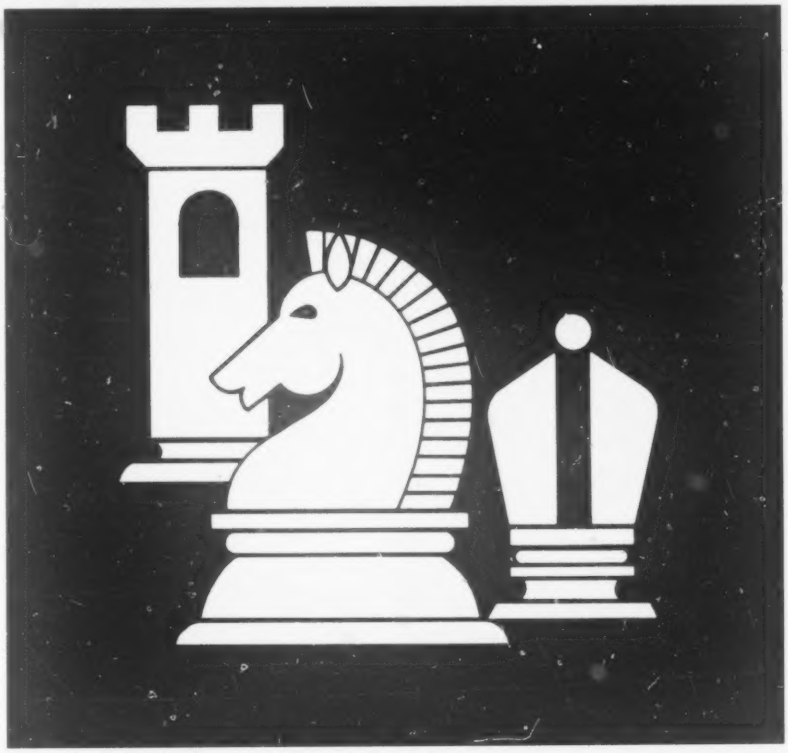
Marketing moves in 1986 will require more market research and planning.



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NPTA has just published the first financial, economic and market analysis of the paper distribution industry that will help all those in paper plan their marketing moves.

18 **At JB Papers, Excellence is Spelled P-A-R**
by Herb Brownett
Using the Performance Analysis Report (PAR) provided as a membership service of NPTA, can make a big difference in a company's bottom line.

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Two university-based educational programs developed by NPTA gives managers and printing paper sales personnel specialized training. The Association reports it will be graduating two classes in 1986 from each program.

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THE PAPER FOUNDATION GETS CLOSER TO ITS GOAL

In an effort to help the paper industry chart its course for the future, the NPTA has been helping to raise money for the PAPER Foundation's Endowed Chair program. The research chair, which will reside at the University of Florida in Jacksonville, is being set up to investigate the possible and probable changes in the paper distribution business.

The latest contributors to the fund-raising campaign are: W.H. Smith Paper Co., Albany, NY; Turnquist Paper Co., Minneapolis, MN; Mayfield Paper Co., San Angelo, TX; Norco Paper Co., Oakland, CA; Hershey Paper Co., Lancaster, PA; and the WWF Paper Corp., Bala Cynwyd, PA.

BRAME ACQUIRES CAROLINA PAPER

On December 18, 1985 Brame Specialty Company, Inc. acquired Carolina Paper & Builders Materials, Inc. Carolina will operate as a wholly owned subsidiary of Brame.

Carolina Paper was formed in 1964 and operates from a 27,000 square foot office and warehouse in Charlotte, NC. Since 1976 Carolina Paper has operated successfully as an employee-owned distributor. While the employee-stockholders sold their stock to Brame on December 18th, all existing personnel will remain with the organization and the existing officers will also continue in their respective capacities. They are Walter E. Lamb, president, Dick Bilger, vice president-builders materials and Tom Guerrant, vice president-industrial paper and packaging.

Brame Specialty Company, Inc., founded in 1924, has its home office in Durham, NC and branch operations in Rocky Mount and Wilmington, NC. Brame has been operating in Charlotte for two years and will be consolidating its Charlotte operations into the Carolina Paper facility.

Jim Brame, president of Brame Specialty, reports that "additional lines of industrial paper, printing paper and cleaning supplies will be phased into the Carolina Paper operation." Brame further anticipates adding more sales representatives in 1986.

RIS PAPER'S DIEM & WING OPERATION TO HAVE NEW HEADQUARTERS

Construction has begun on a 60,000 square foot facility which will serve as the midwest headquarters for Diem & Wing/Ris Paper. Ris Paper, headquartered in Garden City, NY, is relocating its midwest headquarters from 824 Broadway in downtown Cincinnati to the suburban Queensgate section.

Cincinnati Mayor Charles Luken joined officers from Diem & Wing/Ris Paper; including chairman Emeritus Howard Ris, the development firm of Real Estate Management Corp., and the contracting firm of Warm Brothers Construction at the groundbreaking ceremonies.

The building, located on four acres at the intersection of Spring Grove and Harrison Avenues, will contain 10,000 square feet of office space and 50,000 square feet of warehouse space. The Diem & Wing/Ris Paper parcel is one of the last remaining sites suitable for development in the Queensgate area, according to developer Robert Kanter.

"We are very excited about this move to the most modern and efficient plant in the industry, which is being built to our specifications," said Jack Schneider, president of the Diem & Wing division of Ris Paper Company. "The high ceilings increase capacity and the new facility will mean faster and more efficient service to our clients."

Financing for the project was obtained through the purchase of $1.8 million in industrial revenue bonds.

The Ris Paper Company, with annual sales exceeding $330 million, was cited by *Forbes* as the 305th largest privately held firm in the country in 1985.

Future Home Of
THE DIEM & WING
PAPER COMPANY
DIEM & WING
A SUBSIDARY OF THE RIS PAPER CO.
RIS
PER
FI CING

PROFESSIONS UNLIMITED, INC.

The Recruiting Specialists...

Executive management of paper merchant houses know where to turn when they need help in filling important positions. Specializing in sales, middle management and top executive positions, Professions Unlimited can tailor a search program to meet your needs.

Professions Unlimited is a 13 year old recruiting firm specializing in the paper distribution industry with emphasis on flexible packaging, fine paper and industrial supplies. Professions has placed over 100 people in these areas since 1981—from New York to California, Minnesota to Florida. 80% of those placed were experienced in the paper merchant trade, the remainder were from manufacturers serving paper merchants.

To find out how you or your firm can benefit from our services contact Carl Coco, Jr., CPC, Executive Vice President or Philip R. Gross, CPC, Vice President National Accounts.

PROFESSIONS
UNLIMITED, INC.

10999 REED HARTMAN HWY. CINCINNATI, OH 45242 513-793-5531

LINDENMEYR HOLDS SEMINAR ON ANNUAL REPORT DESIGN

The Lindenmeyr Paper Corporation recently held a seminar and exhibition devoted to the design and production of the corporate annual report. More than 100 designers, art directors, production specialists and other paper specifiers filled Lindenmeyr's Graphic Resource Center in Rutherford, NJ.

The seminar, coming at the beginning of the annual report design season, focused on practical advice from representatives from three leading printing firms specializing in high-quality color printing.

Designers and other professionals involved in graphic production may secure invitations to future Graphic Resource Center seminars by writing to Alice Scott, graphic resource specialist, at Lindenmeyr Paper Corporation, 301 Veterans Boulevard, Rutherford, N.J. 07070.

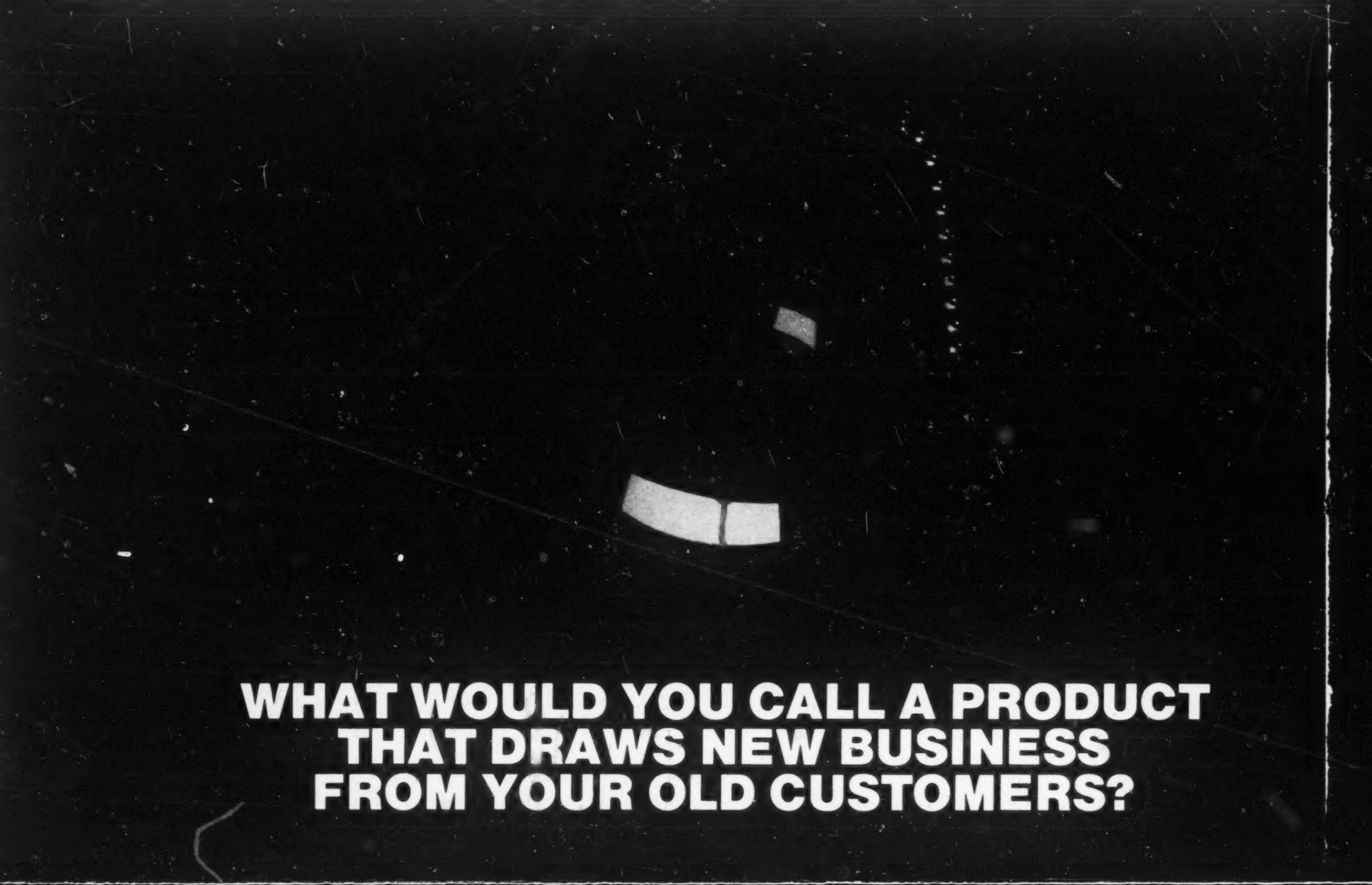
IP IMPROVES MERCHANT SUPPORT WITH COMPUTER

Increasing efficiency and improving merchant support through computerization continues to be a common tactic. The International Paper Company is planning to do just that by installing a new computerized customer interface system, announced International Paper Company vice president and White Papers Group executive, Dana G. Mead.

"Our new system will save countless hours of telephone time for order entry people, creating sales and other opportunities that help determine (a merchant's) real success." IP plans first to link merchants to IPCOM, the electronic data exchange system which transmits purchase order information and allows inquiries on make orders and other transactions, Mead said. Stock availability, automated transmission of acknowledgements and invoices for improved cash flow and faster billing are some of the enhancements IP would like to add to the system in the near future.

UNION CAMP ACQUIRES RESINS BUSINESS

The Union Camp Corporation has acquired the polyamide resins business of National Distillers and Chemical Corporation's Emery Chemicals Division. The acquisition includes Emery's polyamide resin inventory, formulations



and patents. The resins are used primarily by inks, coatings and adhesive manufacturers.

The acquisition fits nicely with Union Camp's other operations. As one of the the world's largest marketers of dimer acids (those chemicals which are converted into polyamide resins), the company said that this acquistion will broaden its existing line.

Union Camp's Chemical Products Division will produce the newly acquired product line at its Dover, OH and Valdosta, GA facilities.

ACME RECEIVES FORT HOWARD AWARD

The Acme Paper and Supply Company is this year's recipient of the Fort Howard Paper Company's Cornerstone Award for outstanding service in the distribution of Fort Howard products. According to Edward Attman, president of Acme Paper, the Cornerstone Award is presented to only 5% of the independent distributors of its product line.

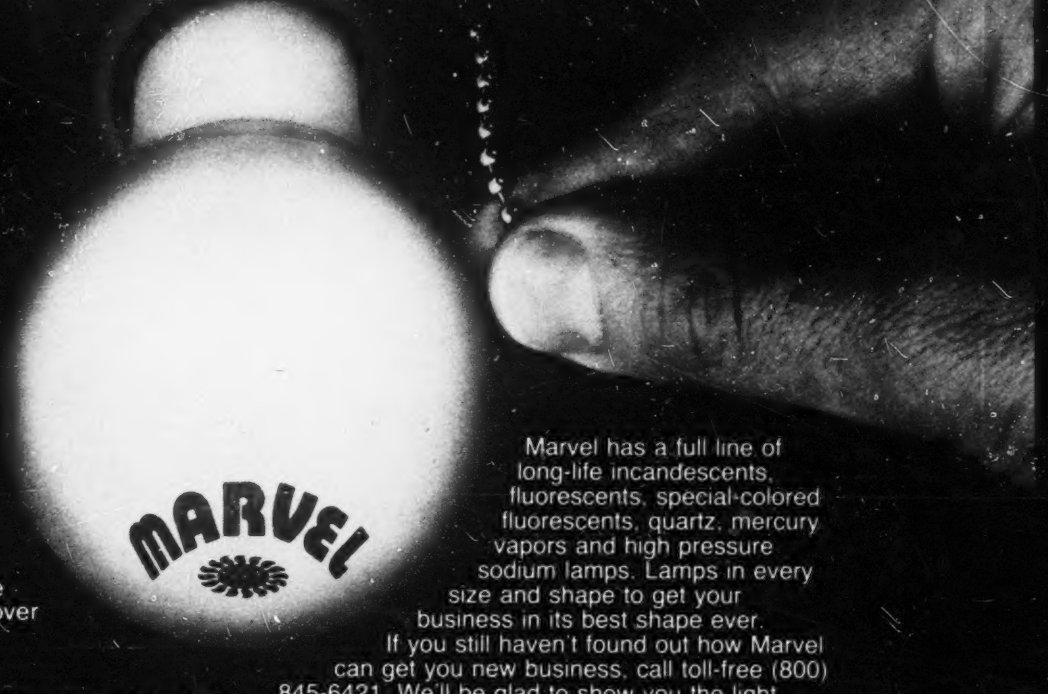
Acme Paper and Supply Company, the largest distributor of food service, industrial and maintenance supplies in the Maryland, Delaware, Washington D.C. and Virginia area, has been a major wholesaler of Fort Howard products for over 20 years.

COMET PRODUCTS SOLD TO BRITISH COMPANY

John Waddington PLC, a British company with diversified interests in plastic and paperboard packaging, labels, games, business forms and security printing, has purchased Comet Products of Chelmsford, MA. Comet is a nationally known manufacturer of injection molded plastic food and beverage service disposables.

Plastona, Waddington's plastic packaging subsidiary, was the first company in the world to develop dual ovenable polyester (CPET) food trays and is recognized as a leader in state-of-the-art CPET technology.

As a member of the Waddington group, Comet will be manufacturing CPET and a broad range of other products based on Plastona's technology by mid-1986. Comet will market these products through its well established sales, marketing, and distribution network to the food service industry, mass merchandisers, supermarkets and airlines, while exploring new areas for expansion. Comet will continue to operate as a subsidiary of John Waddington with its existing management, staff, and sales organization.



The easiest way to get business is from customers you already have. And Marvel makes it easier than ever.

Not only because your customers need light bulbs, but because Marvel long-life lamps have big advantages over ordinary bulbs:

- They cost less.
- They last twice as long.

Benefits that would light up any customer's eyes. What's more, they're sold only through distributors. So you never have to worry about price cuts at the retail level.

Marvel has a full line of long-life incandescents, fluorescents, special-colored fluorescents, quartz, mercury vapors and high pressure sodium lamps. Lamps in every size and shape to get your business in its best shape ever.

If you still haven't found out how Marvel can get you new business, call toll-free (800) 845-6421. We'll be glad to show you the light.

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MARVEL LIGHTING CORPORATION
(An American Brands Company).
222 Bridge Plaza South, Fort Lee, NJ 07024

A MARVEL

OUR COMPETITION IS GOOD... THAT'S WHY IFC HAS TO BE BETTER.

Look closely at IFC Nonwovens and you will find something interesting. Old-fashioned values like customer attention, quality, and cost con-containment are at the heart of our success. Innovation is the key to advantage.

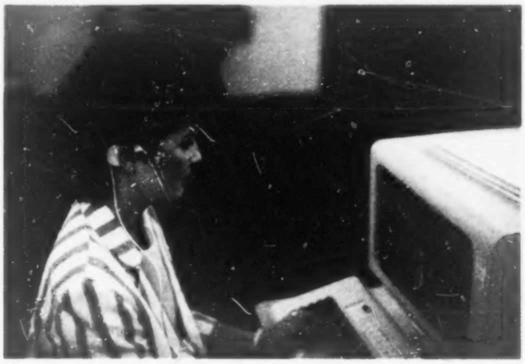
We've got a new look—and we are anxious to show what it means for you . . .

A TRADITION OF GROWTH

Constructive and rapid change have been the focus of IFC's development from a regional wiping cloth company to what we are today—a fully integrated nonwoven manufacturer serving a nationwide market through janitorial and paper merchant distributors.

A PASSION FOR CUSTOMER SERVICE

Recent consolidation of all corporate divisions along with a major expansion of our headquarters in Jackson, Tennessee places our entire resources within five hundred miles of more than seventy-five percent of the U.S. population.

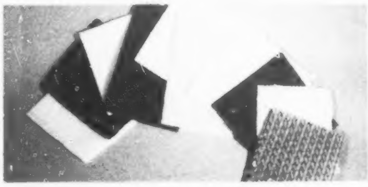


Our commitment to service includes lots of "little things" that set IFC apart from the competition. For instance, no minimum order quantities, an active bid support program to assist distributors in identifying and taking new bid opportunities, "Rapid Ship"™ —our corporate commitment to averaging 3.5 days shipping time on PPG orders, distributor training seminars (after all we have a lot of inside knowledge about end-user sales techniques including our nationally recognized telemarketing program).

INNOVATIVE MARKETING

Finding new and better ways of helping our distributors increase sales is our constant goal. We've got some pretty good practice doing new and unique things. For instance, the full-line concept of over sixty-five different kinds of wiper products was originated by IFC; we were the first to lower costs by reducing wiper sizes to eliminate wasted surface area and we're the only manufacturer to provide private labeled and "branded/non-branded" cases in small quantities to help distributors promote their own brands; and the introduction of our PPG (Preferred Product Group), a select group of ten wipers proven to be the most preferred by the marketplace.

UNEQUALED PRODUCT VARIETY



Not only do we manufacture a complete series of the best laminated and reinforced fabrics, we also bring together a package of various nonwovens representing a broad spectrum of state-of-the-art technology. But, let's not get carried away with variety. Our early years experience directly servicing end-users taught us that a small, simple grouping of the best selling wipers is sometimes a real advantage in the marketplace.

So whether your need is variety, or on the other hand, simplicity, IFC offers both a full line of products for every need; and a select group of wipers (PPG) specially designed with ease of sell and popularity in mind.

Merchants nationwide
disposable wiping
cloth products
MERCHANT PREFERRED
PRODUCT PROGRAM

MEETING THE CHALLENGES OF THE FUTURE

We are proud of our past. But, we are more excited about the future and the changes IFC Nonwovens has yet to bring to the disposables marketplace. Our recent turnover of thousands of end-user account leads to distributors nationwide is one more indication of our commitment to traditional distribution as our exclusive sales vehicle.

Our competition is good. So we work hard every day to develop new ways for our distributors to sell wipers. As somebody put it—"You Ain't Seen Nothing Yet!"

IFC Nonwovens
(Formerly Industrial Fabricators, Co.)
Nonwovens For Industry and Health Care
CALL US TODAY 1-800-IFC-WIPE
(432-9473)

NOMINATIONS NOW OPEN FOR THE S.O.S. AWARD

The prestigious Stanley O. Styles Industry Excellence Award will be presented at NPTA's Annual Convention on September 15, 1986. Nominations are open now, but all letters of recommendation must be received at NPTA Headquarters by March 31, 1986.

The 1985 award winner was Albert F. Duval, chairman and chief executive officer of the Hammermill Paper Company. The award ceremony at the Chairman's Luncheon last October attracted over 800 people. A similar event is planned for this year.

Those wishing to nominate an outstanding industry leader should direct their letters of recommendation to: John J. Buckley, Jr., president of NPTA, 111 Great Neck Road, Great Neck, NY 11021. Past nominations will be reconsidered. A listing of the selection criteria is available from NPTA Headquarters.

HARRISBURG PAPER COMPLETES 50% EXPANSION

Nearly 50,000 square feet of warehouse space has been added to Harrisburg Paper Company, Harrisburg, PA, bringing the total distribution center to 150,000 square feet. The company's modern facility services a four-state area from their Harrisburg location.

The new facility, which cost more than $1 million to build, has an indoor rail operation, 22 truck docks, a computerized inventory system and high-speed materials handling equipment capable of moving nearly 400 tons of product daily.

Andy Lick, executive vice president of Harrisburg Paper, says the company is now ready to explore major new product opportunities throughout the Mid-Atlantic region. In recent years, the company has made major investments in maintenance and janitorial lines.

PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Month
1	NPTA Vacation Schedules (Planning Folders). *NPTA.* $.40 each	2
2	Harvest the Fruits of Paper Selection (Marketing Tool). *NPTA.* $.50 each	10
3	Industrial Paper Merchant Sales Compensation. *NPTA.* $40	1
4	Merchandising to Maximize Your Margins. *VanDeMark.* $21.60	3
5	Wholesaler Inventory Control. *VanDeMark.* $23.60	4
6	Practical Handbook of Distribution/Customer Service. *Blanding.* $40	5
7	Measuring Customer and Product Line Profitability. *Mullins.* $35	6
8	Branching and Market Coverage. *Healy.* $35	7
9	What Really Helps (or Hurts) Your Company's Bottom Line. *Tape and Guide.* $50	8
10	Effective Financial Management for Wholesaler-Distributors. *Mullins.* $35	—

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

PEOPLE IN THE NEWS

Philip R. Byrne has been named chairman and CEO of Whitney Bros., Inc. **Christopher J. Byrne** has been appointed president and COO of Whitney Bros., Inc. **Robert M. Byrne** has been named vice president and treasurer of Whitney. **Nancy M. Murphy** has been named as Whitney's credit manager.

Keith Shepard has been named corporate marketing manager for Inlander-Steindler Paper Company.

Mary D. Bonaides has been named to head the newly formed Corporate In-Plant Business Papers Division of Cross Siclare/New York, Inc.

James R. Taylor has been named general manager—Chemical Division for Georgia-Pacific.

Richard W. Beard has been appointed vice president of sales and marketing for Plastics Inc., a subsidiary of Anchor Hocking. **Brad Andress** has been named national sales manager for Plastics Inc.

Frederick A. Szmit has been appointed president of Lyons Falls Pulp & Paper Inc.

Harry A. Posner, Jr. has announced his retirement, effective early 1986, after 11 years as president of the Institute of Paper Chemistry.

Robert F. Meyer has been appointed president of the Hammermill Papers Group, a division of the Hammermill Paper Company. **Peter G. Volanakis**, senior vice president of Hammermill Paper Company and president of the Hammermill Papers Group, has announced his retirement.

OFFICIAL GUIDES AVAILABLE

There is a wealth of solid industry information on the products available to paper distributors. The Official Guide issue of *MN* is 100 pages and is a valuable one that merchants can refer to all year long.

Listings of companies exhibiting at the 1985 Show include: company name with their address, phone number, contact person and a complete description of the products they carry and sell to distributors.

If you missed the "Official Guide" to the 1985 Paper/Plastics & Allied products Exposition, order yours today. The *Guide* is $10 and is available from NPTA Management News, 111 Great Neck Road, Great Neck, NY 11021; or call 516-829-3070.

PRINTING PAPER

MERRIFIELD VIDEO TAPE AVAILABLE FROM NPTA

The success of the NPTA seminar series featuring D. Bruce Merrifield has been noteworthy. At the last national convention that the Association held in New York City, Bruce Merrifield presented a one and one-half hour program titled "Implementing Successful Paper Marketing Programs" to a full house at the Sheraton Centre Hotel.

NPTA predicted that this Convention session would be valuable for all paper people beyond those in attendance. And so they contracted to have the program video taped. After editing, adding titles and graphics, the resulting one-hour program on 1/2 inch VHS is now available from NPTA.

The program focuses on value-added selling techniques and a systematic approach to selling the total concept of value. Specifically, he asks and answers the following questions:

1. What products does the paper merchant sell and how does he integrate service into this mix?
2. Does investing to develop product brand awareness pay off for the distributor?
3. What influences the buyer, motives him and potentially affects the sale; and, how are different product promotions developed to reflect these?
4. What product and price promotions are most effective for the paper merchant?

The program is one that all paper distribution managers should see. It may be used at sales or management meetings and includes a lengthy handout to enhance retention of the information.

Implementing Successful Paper Marketing Programs is now available from NPTA at $65.00 per copy to member firms and $80.00 per copy to suppliers. This program is sold with a complete money back guarantee if returned within ten days. Contact Bruce Linden at 516-829-3070 at NPTA.

NPTA PLANS PRINTING PAPER SALES COMP STUDY IN 1986

If there is one thing that a room full of 50 paper merchants agree on, it is that most printing paper sales compensation programs are disagreeable to them. And that is the highlight of their discussion—it is all downhill after that.

The question of how to pay sales personnel responsibly is not clear to most. Many have said that it is easier to follow the pack than try to create a new system. Some are experimenting modifying the full commission arrangements. Some say that a matrix of rewarding sales people with higher commissions when they sell more profitable items is only fair...and good for business. Others say that sales people should never be aware of the amount of net profit in the lines or grades they sell.

And so it goes...except that NPTA's Printing Paper Committee has now taken up the challenge of sorting it all out.

Work done in 1985 on industrial paper distribution sales compensation yielded a book by the same name. This report, based on an industry survey, helped industrial paper merchants better understand how compensation plans are changing.

The average compensation for an outside printing paper sales representative in 1984 (the latest information available) was $45,100 per year. The average compensation paid to inside sales reps was $18,700. The dollars paid are significant and the impact of the productivity of these people on a company's profitability is paramount.

The NPTA study of printing paper compensation will begin on April 1, 1986 when a survey form is sent to the Association's membership. The final publication will be available at the 1986 Convention in Boston next September. Those interested should contact: William H. Frohlich at NPTA Headquarters.

JCP OPPOSES AIR FORCE

The Joint Committee on Printing joined by the Chairman of the Senate Appropriations Committee, Mark Hatfield (R-OR), have proposed that no federal funds may be used for the installation of web presses at Gunter Air Force Base in Montgomery, Alabama. The Air Force, however, is proceeding with their effort to purchase the presses.

The PIA, with the Printing Industry Association of the South worked with JCP to identify printers in the Montgomery area who would compete for printing work from Gunter. As a result, the Government

(Continued on page 28.)

EVENTS

FEBRUARY

12. *82nd Annual Banquet of the Paper Trade Association of Philadelphia, Hershey Hotel, Philadelphia, PA.*

MARCH

9–12. *Paper Week. Waldorf Astoria, New York, NY. Contact API.*

20–23. *Second Annual NPTA YEF Mid-Year Executive Conference, The Registry Resort, Scottsdale, AZ. Contact NPTA.*

APRIL

7–11. *Printech Week. Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

28–May 2. *NPTA Committee Week. Four Seasons Olympic Hotel, Seattle, WA. Contact NPTA.*

The Young Executive Forum of the NPTA Proudly Presents Its

ADMIT ONE

Second Annual Mid-Year Executive Conference

An Executive Conference featuring four educational sessions and recreational and social activities for young industry leaders who are under 45 years of age and in a decision making/policy making position and their spouses.

***Strategy in Marketing Guidelines**—D. Bruce Merrifield, Marketing & Management Consultant
***Management Personnel & Operations Guidelines**—D. Bruce Merrifield
***How to Reduce Taxes & Build Wealth**—Jack Saunders, Dean Witter Reynolds
***The Electronic Paper Distributor of Tomorrow**—Distributor/Supplier discussion group.

Space is limited to 35. You must register by March 3, 1986

ADMI

March 20-23, 1986
The Registry Resort
Scottsdale, Arizona

Contact:
Bruce H. Linden
Education & Training Department
516-829-3070

The U.S. Paper Distribution Industry— A Financial, Economic, and Market Analysis

NPTA has devoted a major effort to create a totally new, up-to-date and comprehensive study of the U.S. paper distribution industry today. The report brings together only the most pertinent information about merchant wholesalers of industrial and personal service paper and printing and writing paper.

A wealth of new government data was recently released by the U.S. Census Bureau's Census of Wholesale Trade. NPTA has combined this economic data with its own results of annual industry financial surveys, computerization trend reports, commodity and customer class market segment information, trends and strategies identified by consultants and special research projects, merger activity and more to create a total picture of the paper distribution industry. No other publication exists, to our knowledge, that covers the industry's structure, concerns and opportunities as thoroughly.

Paper Merchants will find *The Paper Distribution Industry: A Market Research Data Source,* invaluable for measuring their growth versus the industry, their share of the market, their financial performance versus industry yardsticks, etc. The report can be used as a strategic marketing, forecasting and planning tool. Sales rep potentials and personnel productivity can also be measured.

Suppliers/Mills will be able to gain a better understanding of merchants' problems, potential and nature.

Industry Consultants/Analysts will find all the information they need to evaluate this business from an objective viewpoint.

Table of Contents

Following are the areas covered by the report:

Introduction and Scope of the Study

Chapter 1: The Importance and Value of Market Research in the Paper Distribution Industry

Chapter 2: Market Trends and Developments, Growth and Future Outlook

Chapter 3: Industry Computerization

Chapter 4: The Wholesale Market for Printing and Writing (Fine) Paper Products

Chapter 5: The Wholesale Market for Industrial and Personal Service (Coarse) Paper Products

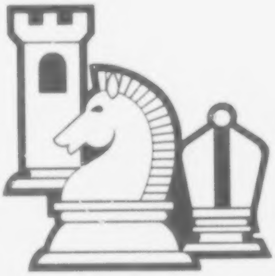
Chapter 6: The Dual Wholesale Paper Merchant and His Markets

Chapter 7: Industry Merger and Acquisition Activity

Chapter 8: Appendix and Reference Bibliographies

—Bibliography of Paper Distribution Publications

—Bibliography of Distribution Consultants



Major Highlights of the Report

SIZE OF THE MARKET

Printing and Writing Paper

Sales (by merchant wholesalers only) were estimated to total $9.30 billion in 1982, $10.65 billion in 1983 and $13.25 billion by 1984. From 1982-84, it is estimated that the market grew at a 21.2% average yearly rate. From 1977-84 the rate of growth was 18.2%. There were 1,541 establishments or locations operating in 1982, versus 1,123 in 1977. These locations were operated by 1,075 companies, 80% of which had sales under $5 million.

Industrial and Personal Service Paper

Sales by these merchant wholesalers totaled an estimated $9.17 billion in 1982, $9.93 billion in 1983 and $11.12 billion by 1984. From 1982-84, it is estimated that the market grew at a 10.6% average annual rate. From 1977-84, the rate was 13.9%. There were 3,410 establishments operating in 1982, versus 3,003 in 1977. These locations were operated by 2,982 companies, 83% of which had sales under $5 million.

MAJOR MARKET SEGMENTS

Printing and Writing Paper

Total business papers and commercial printing paper grades typically account for about 57% of total sales of the printing paper merchant's business, with 35% in coated papers, 24% in uncoated book grades and 17% in bond and writing papers. Commercial printers are the most important end-users to this group, at 58% of total sales in 1984—rising since 1981. Other end-users include: in-plant printers (11.7% of total sales), quick copiers (6.2%), business form manufacturers (5.2%), book publishers (4.3%) and government agencies (6.1%).

An alternative marketing strategy is the growing number of "cash and carry" outlets. As of 1983, there were at least 250 such operations in existence nationwide. The average store generated $1.1 million in sales during 1984, with a 16% sales increase over the prior year. Gross margins averaged 23.3%. Over two-thirds of the outlets were manned by two employees or less.

Industrial and Personal Service Paper

The largest market segment is in industrial packaging supplies and equipment—46% of total sales of the industrial paper merchant in 1984. Also, food service disposables has been a strong growth area, from 11% of total sales in 1981 to 19% by 1984. Janitorial supplies has also moved up from 7.4% to 10% for this group. Sanitary papers typically represent 18.5% of sales.

The biggest end-user sector is industrial manufacturers—34% of sales. The second largest customer is the retailer, with 18% of sales.

Food service and fast food outlets account for about 12% of sales and appear to be more important to smaller merchants. Other end-users include health care institutions (7%), public institutions (6.5%), and other service industries (5.5%).

COMPANY SHARE OF MARKET

Printing Paper

The 50 largest firms operated only 27% of all locations, but captured 76% of total *sales* in 1982, according to the U.S. Commerce Department's report released a few months ago. The top four paper merchants accounted for 29%, the top eight—41%, the top 20—60%. Companies in the $100 million range accounted for $5.38 billion of the $9.30 billion of total sales. There were 17 such firms in 1982 and their sales per location averaged $18.19 million. Firms in the $50-100 million range accounted for $906 million. There were 14 of this size firm, with average sales per location of $15.36 million.

Industrial Paper

The 50 largest firms operated only 8.3% of all locations, yet captured 31% of total merchant *sales* in 1982. The industrial paper market is less concentrated than printing paper. There were seven firms in the $100 million range in 1982 and eight in the $50-100 million class. There are more smaller-sized industrial merchants than printing paper, that individually capture a smaller share of the total market.

GEOGRAPHIC TRENDS: THE TOP STATES AND CITIES

Printing Paper: The Top States

The top seven states in the country as a group *lost* market share between 1977 and 1982. Together, they accounted for 61% of total printing and writing paper sales by merchants in 1982, compared to nearly 68% in 1977. The table shows their 1982 sales, share of the total market for 1977 and 1982, and estimated sales for 1984.

TOP SEVEN STATES: PRINTING AND WRITING PAPER

	1982 Sales	Percent of Market		Estimated 1984 Sales
	($Million)	1977	1982	($Million)
NY	$2,515	25.5%	25.6%	$3,392
CA	1,009	14.2	10.3	1,365
IL	768	8.7	7.8	1,034
OH	499	6.7	5.1	676
PA	432	5.8	4.4	583
TX	423	3.2	4.3	570
MI	331	3.5	3.4	451

TOP SEVEN STATES: INDUSTRIAL AND PERSONAL SERVICE PAPER

	1982 Sales	Percent of Market		Estimated 1984 Sales
	($Millions)	1977	1982	($Millions)
NY	$1,135	15.1%	12.5%	$1,390
CA	1,018	10.8	11.2	1,245
IL	939	7.2	10.3	1,145
NJ	622	6.5	6.8	756
FL	440	3.2	4.8	534
TX	437	4.7	4.8	534
OH	405	4.5	4.4	489

Five of the seven top states *lost* market share during this five-year period—only Texas and New York increased their share of sales. Three states that grew faster than the country as a whole were New Jersey (a 32.2% average yearly sales increase from 1977-82), Texas (25.7%), and Maryland (21.8%).

Industrial Paper: The Top States

The top seven states in the nation as a group *gained* market share slightly from 1977-82. Together, they represented almost 55% of total U.S. sales in 1982, compared to 52% in 1977. The table shows their sales, market shares, and 1984 estimates.

Five of the seven top states gained market share between 1977 and 1982. Only New York and Ohio lost share of market.

Five states that outpaced the average yearly U.S. rate of growth in sales from 1977–82 included: Minnesota (32.8%), Florida (28.3%), Illinois (26.5%), Arizona (23.5%) and Michigan (21.3%).

SMSAs: The Top Cities

The top cities, or "SMSAs" (Standard Metropolitan Statistical Areas), in terms of dollar sales volume for 1982 are listed below, as well as those growing faster than the nation overall.

INDUSTRY COMPUTERIZATION

Based on a 1984 industry survey by NPTA, the following are some major findings related to the computerization of paper merchant operations.

- 89% of paper merchants have computerized functions—77% use their own systems and 12% use service bureaus.
- Billing (accounts receivable/payable) is the most commonly computerized task, followed closely by inventory management, and sales/marketing reports.
- Most paper merchants spend less than 1% of net sales on EDP expenses, but the largest companies spend significantly more on data processing due to multi-branch communications systems needed. 47% of merchants expected EDP budgets to have increased 5% or more in 1985.
- 60% of merchants were planning to buy new hardware during 1985, including system upgrades, memory expansion, and system refinements.
- IBM is the computer brand used by most merchants (29%), followed by Qantel (12%), Burroughs (9%), and MAI (Basic Four—8%).
- Electronic Data Interchange and Bar Coding are in developmental stages for a small number of merchants. Work is being done to link merchants via computer to their best customers. Supplier-merchant communications, spurred by the major paper mills, is further along in development.

SMSAs: PRINTING AND WRITING PAPER

The Largest ($Millions)		The Fastest-Growing (Avg. Yearly % Change In Sales: 1977–82)	
New York, NY	$2,371	Nassau-Suffolk, NY	19.4%
Los Angeles— Long Beach, CA	629	New York, NY	14.0
Chicago, IL	569*	Philadelphia, PA	12.5
Philadelphia, PA	304	(U.S. Average = 13.7%)	
San Francisco— Oakland, CA	265		
Boston, MA	230*		
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Boston, MA	218*	Columbus, OH	12.2
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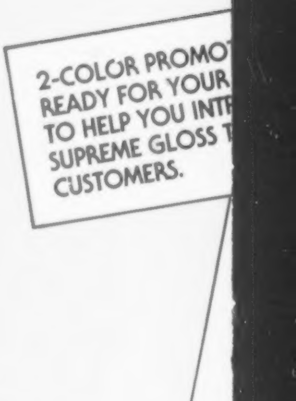

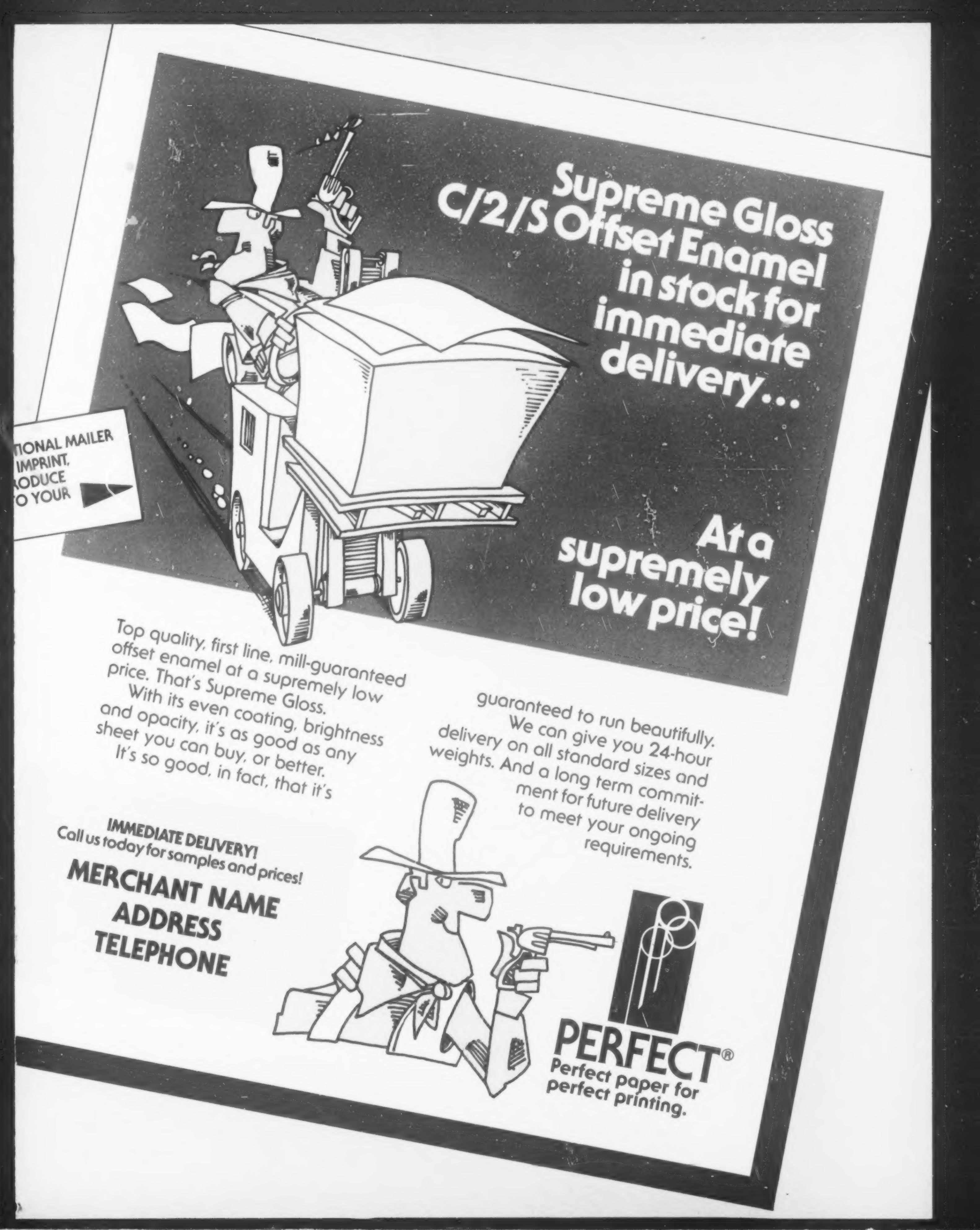

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At JB Papers, Excellence is Spelled P-A-R

by Herb Brownett
Director of Finance
and Administration
JB Papers,
Union, NJ

Much has been said and written lately about achieving "excellence" in business. Just about everyone would agree that it is a worthy objective, but just like any objective you must have a way to measure achievement. That is what this article is about, measuring the achievement of "excellence" in paper distribution.

Ask any paper merchant what his company objective is (i.e. definition of "excellence") and you will likely get an answer that sounds like this: "Why at XYZ Paper we want to be a high growth, high service, low cost distributor." Great! So how do you know if you have achieved this or are at least progressing toward it? High and low relative to what? The answer is simple: high growth, high service, low cost *relative* to the other companies in your business—*your* competitors.

Now for the good news. The NPTA provides us with a wonderful tool for measuring our "excellence," the Performance Analysis Report (PAR). You say: "Oh yeah, the PAR report. That little book with all the numbers, statistics and graphs that I got last spring and keep on the credenza under all the old magazines, right?" Wrong! Same book, but at JB Papers every member of top management has a copy at his fingertips and it is used to run the business day in and day out. This commitment comes from the very top of the company and has become part of the culture. Using key PAR results *is* how we measure "excellence" at JB Papers. Our continuous goal is to be in the Region 2 upper quartile in the following statistics:

- Net Profit Before Tax as % Net Worth
- % Sales Change Over Prior Year
- Gross Margin %
- Operating Expenses as % Gross Profit
- Personnel Productivity Index
- Turn and Earn Index
- Gross Margin Return on Average Month's Receivables

Herb Brownett

Measuring Excellence

You may say at this point that many aspects of "excellence' are qualitative and cannot be measured quantitatively. Such things as the quality of sales and order desk people, inventory service levels, and shipping accuracy as examples, cannot be monitored day-to-day via PAR-type statistics and should be monitored by other means. You better believe, however, that over time they translate into PAR statistics like sales growth, trading margins and cost percentages. Herein lies the heart of the matter. The qualitative factors drive the numbers; analysis of your numbers relative to your competitor's numbers targets those qualitative things that you need to improve.

We specifically use the PAR report at JB Papers in three ways: annual analysis of results, operating decisions and annual planning. It starts with annual analysis. When the PAR report for the previous year arrives, all our top managers receive a copy and are given a week to study it. Then we have a meeting on a Saturday (no phones, no operating demands) and go through the results item by item. For just about every statistic, we ask ourselves: Is it relevant to us? What does it mean? Does it reflect a strength, a weakness? What can we do to improve? Did we improve from last year? and so on. If we do not finish in one day, we come back the next Saturday and continue.

We concentrate primarily on the items mentioned above as company objectives. I will admit that we pass over many items as not relevant. We do not look at any LIFO-based data or financial structure-leverage-type data too much. In both cases, we feel that analysis will not lead to any significant changes. Within specific statistical items, we concentrate on our region's data, because that is our direct competition, and the high ROTA group because they are the "excellent" companies. In general, we are trying to identify weaknesses and opportunities to improve.

Using the PAR Data

During the year, we continually refer to the PAR with respect to operating decisions and results. We always take a hard look at personnel productivity data whenever we are considering adding people. Recently, after several years of very high sales growth, we felt we needed to add personnel, but were not sure how many. We reviewed gross profit per person, number of orders per person, and number of salesman per person for the sales service category under various scenarios versus Region 2 and high ROTA PAR data. The results were implemented and we seemed to have improved our service level without imbalancing our cost structure.

Another people-related use of PAR data occurred during our last labor union negotiations. The union proposed increases that were a continuation of the percentages given during the high inflation of several years ago. Our review of PAR data showed that our people's productivity had not kept up with their salary increases and we proposed a significantly lower increase than had traditionally been given. We even went so far as to present the PAR data to the union representative and the rank and file to show them that they were better paid and less productive than our competitors. We eventually settled on a lower increase. Following the use of these measures in negotiations, we now use them as approximate productivity standards for warehouse workers and drivers.

We are currently working on revising our sales commission system to better focus the salesmen on gross trading margins and order size. In doing so, we are very concerned about being fair with the salesmen, but not giving away the ranch. We have used PAR data relative to outside sales pay, benefits and expenses to make sure that our new system is competitive to attract and retain good people, yet not out of line cost-wise.

In all these people-compensation issues, we place great emphasis on the Personnel Productivity Index. This index, which compares the gross profit generated per employee to the average compensation paid, is invaluable in evaluating the trade-off of the cost of good people versus their contribution. Our company objective is to hire better people at higher pay and get more out of them. We feel strongly that this is an excellent strategy, but obviously you must keep the productivity in focus or you could just end up with higher paid people.

Special Applications

We frequently find PAR data useful in nonrecurring special analyses. For example, due to the previously mentioned sales growth, we have totally outgrown our existing warehouse space. In investigating moving or adding on, we ran into the classic dilemma of how much space was enough. Once again, we turned to the PAR. Using the sales per cubic foot statistic, we were able to project the space requirements under various sales growth assumptions.

In the asset management area, the PAR contains useful data that extends beyond the accounts receivable average days outstanding and inventory turns data that is otherwise readily available. We find the inventory "turn and earn" index and the gross margin return on average month's receivable to be very useful because these take into account the gross profit percentage trade-off from stocking levels and credit extension. In other words, if you stock deep or grant special credit terms, you ought to earn a higher gross trading margin as compensation. These indexes, which are the inventory and receivable turns times gross profit percent, evaluate if this in fact takes place.

Finally, once the plan numbers for the next year are complete, we evaluate them in terms of the key objectives mentioned above. If any of the planned PAR statistics are out of line with the previous year's industry results we reevaluate the applicable plan actions. We may or may not change them, but at least we know up front if plan actions are going to diminish our PAR results.

PAR is Easy to Use

I would like to say a brief word here about using the PAR report in general. It tends by nature to be an overwhelming and intimidating document. Don't let this turn you off. It is very easy to find the important data. I go through my books and highlight key statistics with marking pens. If certain statistics are not useful, I scratch them out or even rip out the page. I write comments next to items and draw arrows between related items. I think if you view it as a *workbook* instead of some sort of sacred document it is much more useful.

As you can see, the PAR report is an integral part of management at JB Papers. JB Chairman, Bernie Bloom, has stated on more than one occasion that the PAR report alone justifies the cost of NPTA membership. I would encourage all members to participate in the PAR, to get it and use it. I am sure you will find it an invaluable tool for achieving "excellence."

Ochsner Discusses Industry Training Needs

A company's ultimate business weapon is its people. Anticipating changes in the way businesses are run and the impact of today's technology on tomorrow's business management, firms must determine how to better their human resources. Pivotal to this is the importance merchants place on their training. A sound investment in training at all levels (for companies of all sizes) enables an organization to tap its reservoir of human potential.

William G. Ochsner

The NPTA Education and Training Department set its goals and objectives through the input of its advisory committee of industry experts. Recently appointed as the committee's new chairman who will serve a two-year term, Bill Ochsner outlined his views on educational programming.

Bill is a native of Minnesota who moved to Omaha in 1969. For 10 years, he was a partner in a word processing distributorship, retailing and wholesaling in Iowa and Nebraska. In 1979, he purchased National Paper Company, an industrial paper merchant house in Omaha. Since that time, the product line has expanded and, in 1984, the company built a new warehouse in West Omaha. In addition to its other operations, National Paper Company has paper outlet stores, which were started in 1983.

MN: How can training improve our industry?

Ochsner: The quality and profitability of our businesses are directly related to the capabilities of our people. The skills required to function in all the areas of our business have increased dramatically in the past five years. Warehouse operations are now considerably more sophisticated and delivery is getting much more automated to become more efficient. On the inside, we have seen a complete computerization of our industry which has created new skilled positions and eliminated clerical positions. Telemarketing has come on like "gangbusters," and we are seeing many innovative efforts in modifying the traditional role of the outside salesperson. With gross trading margins declining and sales volume somewhat stagnant, managers and CEO's are under considerable stress to produce profits at acceptable levels. Needless to say, I think training is now more necessary than ever.

MN: Today, the means of achieving efficient management and productivity is different from the past, in your view, through training, how do you see the industry changing to meet these new needs?

Ochsner: The paper industry from both supply and distribution levels has had little use for formal training in the past. In 1979 when I came into this industry, I was amazed at the lack of training programs and particularly of trained marketing personnel. The industry was full of "good ol' boys." The training was done "OJT." The industry is now changing because it is being forced to change by higher fixed and variable costs, lower gross trading margins, slower sales growth rates, and competition from new sources. These have all created a tremendous demand for higher productivity from all personnel through increasing individual skills. The new NPTA has certainly been timely in recognizing the necessity of offering skilled training to its membership.

MN: How do you know your own training works?

Ochsner: Obviously in training some positions, particularly administration, it is easy to witness whether someone has learned the required skills. The job concern is management training such as people skills, motivational skills, leadership training, selling skills, etc. because these results are very difficult to judge in a measurable fashion. Hopefully, all of the people associated with training will provide the yardsticks by which training efforts can be better measured in the future.

MN: There are three categories of skills any successful distributor must address: technical and specialized knowledge, people, organizational development. Of these three, which do you feel are the most significant areas of training that merchants will require in the next few years?

Ochsner: Technical and Specialized Knowledge:

- Financial analysis in addition to the PAR report will continue to be of great importance as we need to keep using our assets in a more efficient manner.
- Computerization and communication systems are becoming more important.

I think that facsimile machines, remote terminals, etc. have a lot to offer us and our customers. Telemarketing is in its infancy and needs constant attention.

People:

The personnel section certainly is getting a lot of attention because management is finding it is easier to train people that have an aptitude for learning. A past emphasis on experience will be minimized. We need people that can learn and we are going to need personnel evaluation techniques that get us those people.

Organizational Development:

I think we are finding that there will be a change in emphasis within distribution. Traditionally, we have let sales dictate the growth of the company, gross trading margins, what products will be stocked in the warehouse, etc. I think there will be a change towards increasing the importance of the financial advisor to determine what is best to do with the available financial resources. Also, I think that the sales and marketing function will be significantly restructured, particularly the role of the outside salesperson from that of an independent resource to part of a sales team. These things can't happen without a tremendous amount of training and re-training.

MN: What do you see as being the main ingredients of success to any training program?

Ochsner: Upper management must make a formal statement that they will be expecting greater productivity from all employees. With that commitment, the employees will be given the tools and training to get the job done. Productivity is the key, and everyone today understands what that means. After management approval, whatever program is selected for whatever area, the program must have written objectives with the ability to test results at any given time. One seminar, one video tape, or one of anything won't get the job done. As we all found out when we were getting our formal education, learning is a long term process and much of what we learn is easily forgotten.

MN: An economical and profitable way of training a management team or sales force is through an inhouse program. Which topics and delivery systems would be of greatest interest to both the small as well as large distributor?

Ochsner: Inhouse training is, in my opinion, not only the most effective way of training, but also the lowest cost and I think that is where we need to place our emphasis. We need to offer our membership several choices. I would like to emphasize that we also need coordination and consistency from one program to another. Here are some ideas that we will be exploring. 1. Publish a list of consultants who will work inhouse and offer a long-term commitment to our industry. We don't need short-term consultants because we don't have any short-term distributors. These consultants need to cover a broad range of topics, including such areas as operations, computerization, collections and the total marketing functions.

Our company has just finished its first four day marketing audit by an outside consultant and it is the best money we have spent in a long time. We plan on using this consultant on an ongoing basis much as we use other professionals on an ongoing basis. I think this is essential for success. 2. We know we will be offering more video programs. 3. We are talking about offering correspondence courses that could possibly be coordinated through our university program and/or through some of our present consultants that are conducting our seminars. 4. Hopefully, someday NPTA can have its own fulltime staff trainer to work in the field with the membership. The Xerox Programs are still very good. 5. Our one-day drive to seminars will become more popular as a low cost means of offering training to an even broader segment of the membership. If we can eliminate expensive air travel, we can cut the cost for our one-day seminars more than 50%. 6. There are a lot of excellent publications available that we need to do a better job of marketing to the membership. We need to get our managers to read more.

MN: What role do you see video playing in inhouse training?

Ochsner: Video potentially is the best tool ever for inhouse training. It is a wonderful training tool, particularly in role playing and also in education will all the prerecorded material that is available. The same reluctance to go with computers is there in video and that is a lack of fa-

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miliarity and commitment. The enthusiasm of those using it is extremely high. I think it is only a matter of time before it really becomes significant.

MN: It is critical to have some mechanism to guarantee effective return on the investment in training. As a CEO, how can you guarantee that your own people will apply what they've learned in training on the job?

Ochsner: If CEO's don't make the commitment to implementation in training, they are wasting a lot of money and getting very little results. CEO's simply can't send a subordinate to a seminar with no prior thought to implementation of the subject matter. They must demand a method of reporting that will allow them to make a decision whether to implement or not. NPTA and its consultants also must do a better job of defining and measuring what the individual training program is to accomplish. We need more work in this area.

MN: If the CEO is committed to new technologies, but lacks the same enthusiasm for training, what can mid-management do to increase their skills?

Ochsner: If the CEO lacks enthusiasm, but will allow management to expend company funds, then hopefully someone in the company can be found to perform the leadership role that is missing. At the very worst scenario, there are a lot of inexpensive publications that we offer that would help them a lot. Many of our public universities are now, through their continuing education departments, offering education and training subjects to their corporate citizens. Many of these courses are pretty good even though they might not relate directly to the paper industry.

MN: How do you view your own role as chairman of the Education and Training Committee?

Ochsner: Our role is to give the membership value for their expense. Our committee must bring our membership the latest in ideas and techniques through many media at the lowest cost possible. The tough part is knowing what the memberships' desires really are. I wish the membership would be more vocal about what they want. Not withstanding this communication gap, we hope to offer a broad enough selection that will appeal to distributors of all sizes. NPTA has a commitment to excellence. The Education and Training Committee will be no exception to that commitment.

MN: What role can NPTA's Education and Training Department play in training people in the industry?

Ochsner: For the larger distributorships who have their own training departments, we can offer the trainer sessions and generally act as a consultant directing them to programs that appear to be the most effective. We should be their source of what are the most effective tools available. For the smaller distributorships, a full range of our services should be offered and utilized.

We should be able to offer them total training programs that can satisfy all of their needs. As the years go by, our department will have more pressure to offer the membership the tools it needs for our changing industry. I would like to see much closer cooperation on education and training with our sources of supply. If you really look at the big picture, we have mills who are spending thousands and distributors who are spending thousands with very little communication between the two. I would definitely like to see our manufacturers more involved with what we are doing.

MN: Thank you.

by William G. Ochsner
National Paper Company
Omaha, Nebraska

CHAIRMAN'S CORNER

Marketing With Feeling

To understand marketing in the all encompassing sense in our industry is to understand the very essence of our business. And there is a difference between understanding and an agreement of opinion. One facet of marketing is advertising and one piece of advertising is sampling. And, what two among us are in agreement about the best sample program?

Another facet of marketing is sales and part of that is compensation. And, what two among us are in agreement about the best sales compensation program?

One aspect of marketing that is common to us all is people. These people are our customers, our own people—their level of training and of product knowledge is our concern, but most importantly, their attitude.

What are we doing to help our people with their attitudinal behavior? Their attitudinal development? Are we addressing the whole person? Are we encouraging the better side of human nature, human performance? Are we marketing with feeling? With our hearts as well as our heads?

R W Abrams

Richard W. Abrams
NPTA Chairman

PAR—More Options Than Ever in 1986

A major service offered by NPTA to its paper distribution members is the Performance Analysis Report. It is an in-depth analysis of company productivity—and its free!

PAR (the Performance Analysis Report) has been the cornerstone of the National Paper Trade Association's research and statistics program since the first survey was conducted in 1936—50 years ago! The enthusiastic response to the program is ample evidence of the value of this financial analysis to paper merchants. Many members order the two and three-year "Trend PARs" to get a more long-term view of their performance.

Last year's 1985 survey of calendar year 1984 operations represented over $7 billion in sales by printing paper, industrial paper and dual merchants. Of all PAR reports produced, 44% were trend PARs. Response to the new, condensed SHORT PAR was also encouraging, and many time-saving Executive Summaries were ordered.

To refresh the memory of participating firms, new NPTA members, and those members who have not yet taken advantage of this valuable member service, the listing of key dates coming up over the next few months is included in this article.

FREE Member Reports and Services

All NPTA members who send a completed PAR questionnaire to Management Foresight will receive the following, FREE OF CHARGE:

- One-Year Standard PAR report (regular or short) customized for his company. Each participant is entitled to one corporate consolidated report and one branch or division report for each NPTA region for which a questionnaire is submitted (a $150 value per report).
- PAR Users Manual (for new participants).
- Copy(ies) of *Paper Merchant Performance* ($135 value each).
- Ongoing access throughout the year to detailed PAR statistics (industry financial ratio averages by: company size, NPTA region, ROTA—profitability group, etc.). Call the director of research.
- Note: Two and three-year Trend PARs are available at reasonable costs, as well as Executive Summaries and extra copies.

To supplement and enhance the value of the basic PAR report, Management Foresight works with NPTA by holding seminars on financial management (i.e. "Measuring Customer and Product Line Profitability"). In addition, MFI's cofounders Dr. Peter Mullins and Dr. Ron Foster are available for private, customized consulting sessions held at their headquarters in Columbus, Ohio; at NPTA members' premises, or at the annual convention. These one-on-one sessions are extremely valuable in interpreting company performance vis-a-vis the rest of the industry and leading to corrective actions and profit improvement.

The Association constantly strives to refine and improve the PAR program, making it more meaningful for all participants. The Management Information Committee of NPTA meets twice yearly to critically review the program to make it easier to participate.

Following are new developments for the 1986 program.

"PAR Season" Key Dates

End of January, 1986: PAR questionnaires (with confidential ID numbers) and related materials sent to all NPTA members.

February–March: Preparation of questionnaires by participants. Ongoing communication between NPTA director of research and merchants regarding options, types and cost of reports, deadlines, filing instructions, etc.

April 1: members complete questionnaires no later than April 1 and send to Management Foresight, Inc. (MFI) in Columbus, Ohio.

Mid-May: MFI processes data from questionnaires, creating database of industry average financial ratios by mid-May.

First Week of June: First PAR reports sent to NPTA members directly from MFI.

Third Week of June: Detailed information on PAR industry averages sent to NPTA by MFI, held at NPTA headquarters for use in *MN*, to answer member questions, etc.

Late June: Bulk of remaining PAR reports sent to NPTA members by MFI.

Early June: Preliminary Industry Performance Summary of PAR results published in feature article of *Management News.*

Mid-July: NPTA updates *Paper Merchant Performance* book, sends to all member headquarters and branch offices, FREE of cost and offers it for sale to industry suppliers.

Improvements in PAR for 1986

- Restructured Regions

NPTA *Region #4* was divided into two smaller geographic areas more relevant to merchants' trading areas. New Region #4 now includes the states: Ohio, Michigan, West Virginia, Kentucky. New *Region #8* includes: Wisconsin, Illinois, Indiana, and Missouri. A totally new *Region #9* (Pacific Northwest) was created, including the states: Alaska, Washington, Oregon and Idaho. These states were previously included in *Region #6*.

- Short PAR Option

A condensed, simpler version of the regular PAR questionnaire and report was introduced last year. This was developed due to demand from members who have limited staff and time, do not require the comprehensive detail of 300+ financial ratios, or who needed a simpler method of multiple branch reporting.

The Short PAR questionnaire only involves *three* pages of line items to fill out (versus 11 pages for the regular PAR), covering: income statement, partial balance sheet, order data and personnel information. An executive summary-type PAR is produced with about 45 key ratios spanning 25 pages or so.

Many participants have switched from the regular PAR to the Short PAR, and some use a combination of both. Merchants find it easier to use Short PAR forms for branch/divisional reporting as well, especially if 10 or more branch reports are desired.

- Clarification of Questionnaires

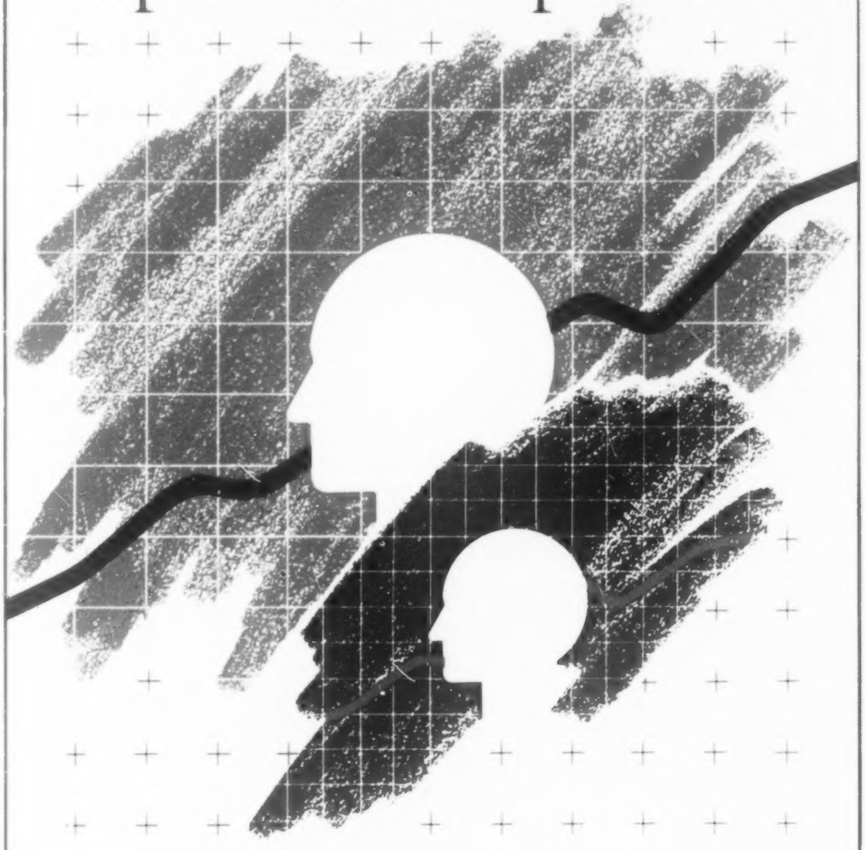
Survey forms have been refined wherever needed to make it easier to fill them out.

Remember!

- Participate in the program and get a free standard PAR(s).
- Send the questionnaire to MFI by April 1st.
- Consider the Short PAR alternative (if you have never participated before or even if you have).
- Call the director of research, John LaRosa, at: 516-829-3070 for more information.

Most importantly, participate because you want to improve your profitability and compare your performance with your peers. Your return on invested time will be well worth it.

Industrial Paper Sales Compensation



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NPTA University Training Programs for the Future

Educating and informing the paper industry is a major purpose of NPTA. In addition to its annual convention and exposition, NPTA sponsors a host of seminars and training programs designed to enhance the management and technical skills of paper industry people. Future industry leaders benefit from two important NPTA programs held at universities.

"The rate of change seems to be increasing in every direction from an industrial-based economy to an information-based economy. Those who take time to plan and put sufficient emphasis on education and training will be the leaders and the big winners."

This, according to Jay Church, president of Cincinnati Cordage and Paper Company, is the focus of the paper distribution industry's future. Two industry-wide programs, one management and one technical, are helping paper people prepare for the changes ahead.

Paper Distribution Management Program

Each May, a new group of managers in the paper distribution industry embark on one full week of training in the areas of financial and marketing management. Equipped with a solid background, participants return home to apply what they've learned on the job and work on a marketing project. This is the Paper Distribution Management Development Program held at Miami University in Oxford, OH.

In November, they return to gain the skills and proficiencies needed to manage themselves and others more effectively. Vice president of Commerce Papers, Craig Roberts noted that, "Week Two provided me with the tools to develop and strengthen my basic management skills. Specifically, I am now able to work more effectively as a manager, evaluate and direct my own performance and that of my subordinates better and enrich my verbal and non-verbal communications."

Ten industry managers completed their second week of intense training on November 15, 1985, and are the third graduating class of NPTA's highly acclaimed Paper Distribution Management Development Program. Robert Harris, treasurer of Richard Bauer and Company, Inc., summarized his thoughts on the two-week program, saying, "Not only did I learn to think about specific, different problems in our industry today, but was given the opportunity to learn how to do the thinking itself."

Miami University, one of the nation's leading business schools has proven to be an ideal training ground for the Association's program. The majority of the faculty have had significant business experience and many are involved in consulting for business in the United States and abroad. This year, eight nationally recognized professors provided customized instruction.

Developed for middle managers, the program provides instruction in the form of lectures, case studies, group interaction and video tape role playing. Each day participants are involved in a variety of learning formats, covering over 15 distinct topics. Each session provides in-depth, specialized training, presented by a faculty well-versed in wholesale paper distribution.

"Our programs attract people with experience in the industry," said Bruce H. Linden, NPTA director of education and training. "The program is really designed for those managers who want and need a formal review of both the

Jay Church, president, Cincinnati Cordage and Paper Co., Cincinnati, OH addresses both groups at graduation ceremony.

Graduating class of the NPTA Paper Distribution Management Development Program 1985. Front row (L-R): HARRY BROOKS—Assistant Dean of Miami University School of Business, BILL OCHSNER—President, National Paper Co., Omaha, NE, CRAIG ROBERTS—Commerce Paper, Toledo, OH, TOM REHRER, JR.—Fisher Brothers Paper, Ft. Wayne, IN, JAY CHURCH—President, Cincinnati Cordage and Paper Co., Cincinnati, OH. Middle row (L-R): LARRY GARDNER—Federal Paper, LaSalle, Quebec, GREG HULL—Hull Paper, Dayton, OH, RICK SCOTT—J. C. Scott Brothers, Scarborough, Ontario, ROBERT DRALLE—Dralle Paper, Waukesha, WI. Back row (L-R): TED THOMAS—Buntin Reid Paper, Mississauga, Ontario, ROBERT HARRIS—Richard Bauer & Co., New York, NY, STAN GAFNER—Century Papers, McAllen, TX, TERRY PAYNE—Nationwide Papers, Detroit, MI.

theory and practice of running a paper merchant operation." He went on to say that, "the program covers its subjects in detail and requires a management commitment to personnel development."

At the conclusion of the Paper Distribution Management Development Program industry managers are better able to:

- Understand the difference between marketing and sales
- Measure market potential
- Evaluate and develop company and divisional profitability
- Learn profit planning and control through the use of cost-volume profit analysis
- Establish a favorable climate for productivity improvement and employee growth
- Gain an in-depth understanding of planning and organizational goals
- Develop effective interpersonal communications
- Manage personal time and that of the company's more effectively and efficiently.

In evaluating the entire program, Terry Payne, manager of Nationwide Papers concluded, "I came away from Miami University with a reminder that management isn't a born talent, but a learned skill that must be refined. The program gave me the opportunity to see the impact of real-life situations, especially in the areas of performance appraisals, time management and effective leadership. The time was well spent and I am truly an advocate of the program."

Printech Week

In continuing its dedication to the educational advancement of employees at all levels of a merchant operation, NPTA held the second session of its highly successful *Printech Week* on November 5-10, 1985. Developed with the support of Rochester Institute of Technology (RIT) in Rochester, NY, this week-long program serves to give printing paper sales people and their managers a solid background in graphic arts technology. While the knowledge and hands-on press work is in-depth and intense, *Printech Week* does not attempt to make its participants printers, but strives to give them an understanding of their customers' business.

David S. Grayson, owner of American Fine Paper, summarizes the program: "As a paper distributor with a background in speciality papers, it was necessary for me to try to fill in the gaps in my experience before calling on printers. I wanted a course that would be comprehensive enough to cover all the printing

MANAGING SKILLS

Research indicates that “People Knowledge” is far more conductive to success than “Technical Knowledge,” reports the National Paper Box and Packaging Association. Taken from a book by James Van Fleet, the following are seven supervisory mistakes often made in managing other people: 1. Trying to be liked rather than respected; 2. Failing to ask subordinates for their advice and help; 3. Failing to develop a sense of responsibility in subordinates; 4. Emphasizing rules rather than skills; 5. Failing to keep criticism constructive; 6. Not paying attention to employee gripes and complaints; 7. Failing to keep people informed. Work diligently at developing “People Knowledge,” and you will become a more effective leader!

---

processes, yet specific enough to relate measurable paper properties to the process. To do all this well was quite a challenge, and *Printech Week* handled it beautifully. It combined hands-on learning of the offset process with an understanding of the printer's needs in all the processes.”

Under the direction of NPTA's Printing Paper Division Committee and the Education and Training Committee, RIT's Technical and Education Center developed a curriculum that would reflect the specific needs of paper sales people and their managers. The Institute's high caliber faculty and technical facilities, equipped with up-to-date presses and auxiliary instrumentation, proved itself to be the ideal location for the Association's *Printech Week* program.

Augmenting the week's instruction, was the opportunity afforded participants to work on RIT's presses and in their labs. Everyone had access to computerized typesetting systems, process cameras, color scanners, proofing systems, plate-making facilities for all major processes, a modern bindery lab, ink and paper testing labs, and one-and-four color presses for lithography, flexography, gravure, screen printing and a full web printing operation.

All participants gained experience in working in the center's many high tech labs. “There is nothing more rewarding than to see the fruits of your labor immortalized in print. The most educational part of *Printech Week* for me was the web offset demo. The hands-on experience was invaluable! As a mill rep, understanding how paper characteristics can be affected by varying press speeds, temperature, inks, color sequence, etc. is key to helping solve our customers' problems,” noted Rita Mitjans, a sales representative of the International Paper Company.

To learn more about these high caliber programs and how you or your employees may be included, contact Bruce H. Linden, NPTA director of education and training, 516-829-3070.

NPTA students get hands-on graphic arts experience during Printech Week.

Printing Office and the JCP say it would be cost effective for the Air Force to contract their printing work to an outside printer.

Still, Republican Congressman from Montgomery, Bill Dickinson, supports the Air Force action. Dickinson, who has been a critic of government spending and wasteful military spending, has not approached this fight with the same zeal.

The Gunter AFB situation has become a critical issue because other agencies are awaiting the outcome. If the Air Force does buy the printing equipment despite JCP and GPO recommendations, the authority of the JCP and GPO in controlling federal printing could be undermined.

HOWARD PAPER WINS AD AWARD

Howard Paper Mills received the Award of Merit of the New York Art Directors Club for 1985, according to R.C. Finley, vice president of marketing of Howard Paper Mills. The winning entry was a magazine insert employing a pencil graphic, taking the instrument from the pristine glory of its unsharpened state to its chewed, eraserless stub. The headline states that, "An ad isn't great until you're...here." The ad has also been selected by the Art Directors Club for potential inclusion in a designer calendar.

PAPER USED FOR CATALOGS TO GROW

A recently completed study—"The Future of Catalog Marketing and Production through 1989"—projects that the current 2.2 million ton market of paper for catalogs will grow to almost 3 million tons by the end of the decade. The increase represents an annual growth rate in excess of 7%. Catalogs; in this 3,500 page, six-volume study, are defined as having at least 16 bound pages.

According to the study, coated grades of paper have accounted for about three-quarters of that share of 2.2 million tons, and the market share of coated grades is expected to increase slightly, indicating the thrust of catalogs to a higher quality and more prestigous image.

The study covers eight distinct segments of the catalog-using market, and in terms of forecasted tonnage growth, the three strongest will be retail merchandisers, specialty catalog mail-order firms, and manufacturers of industrial products. The project also features a database on over 4,000 catalogs. Information on the study is available from Strategic Futures, Inc. at 595 Madison Avenue, New York, NY 10022.

INDUSTRIAL PAPER

HAZARD COMMUNICATION AND THE DISTRIBUTOR

On November 25, 1985, the new federal regulation regarding chemical products and their distribution went into effect. The regulations will mean a great deal of extra work for merchants. The code of federal regulations primarily deals with manufacturing responsibilities, such as the addition of certain information relating to how hazards are to be treated on labels and the newly created "Material Safety Data Sheets" (MSDS), which must accompany all packaged chemicals. This is especially a concern for industrial merchants who package house brand chemical products.

The purpose of the new regulation is to ensure that the hazards of all chemicals produced or imported by chemical manufacturers or importers are evaluated and the information concerning their hazards are transmitted to affected employers and employees within the manufacturing sector. Specifically, this transmittal of information is to be accomplished through container labeling, employee training, material safety data sheets and other forms of warnings such as safety containers.

The new material safety data sheets must be obtained or developed for each hazardous chemical they produce or import and the MSDS must accompany every package of hazardous chemical.

In addition, the MSDS must be in English and contain, at least, the identity of the ingredients used on the label and, except as provided for in paragraph (f) of the section on trade secrets:

- If the hazardous chemical is a single substance, its chemical and common name(s).
- If the hazardous chemical is a mixture which has been tested as a whole to determine its hazards, the chemical and common name(s) of the ingredients which contribute to these known hazards, and the common name(s) of the mixture itself.
- If the hazardous chemical is a mixture which has not been tested as a whole.

In addition, when the bulk is broken down by a distributor, the merchant then takes on the responsibilities of the manufacturer and supply of the proper labeling "MSDS" for each package or container.

Chemical manufacturers or importers are required to assess the hazards of the chemicals which they produce or import. All employers in SIC codes 20 through 39 (Division D. Standard Industrial Classification Manual) must provide information to their employees about the hazard chemicals to which they are exposed, by means of a hazard communication program of labels, material safety data sheets, information and training, and other forms of warning. In addition, distributors must transmit the required information to customers in SIC Codes 20-39.

The regulation also addresses any chemical which is known to be present in the workplace in such a manner that employees may be exposed to it under normal conditions of use or in a foreseeable emergency.

Distribution problems might result due to the stipulation that the chemical manufacturer, importer, or distributor shall ensure that each container of hazardous chemicals leaving the workplace is labelled, tagged or marked with: the identity of the hazardous chemical(s); appropriate hazard warnings; and name and address of the chemical manufacturer, importer, or other responsible party.

PAPER MERCHANT SALES REPORT

NPTA Region	Sales Per Selling Day December 1985 - Compared To - December 1984	Sales Per Selling Day December 1985 - Compared To - November 1985	Sales Per Selling Day 1985 Year-to-Date - Compared To - 1984 Year-to-Date	Days Outstanding (Accounts and Notes) At Close of December		Calendar Day Cost* of Ending November Inventory	
				1984	1985	1984	1985
INDUSTRIAL							
1	− 3.0	− 3.2	+ 4.9	43	44	—	—
2	− 5.6	− 4.8	− 4.4	34	36	48	46
3	+ 4.3	− 1.9	− 2.0	38	41	54	59
4	+ 2.9	− 5.6	− 2.4	38	37	57	56
5	+ 1.1	− 1.7	+ 4.9	34	36	58	59
6	− 5.3	+ 9.5	†	38	46	—	—
7	− 3.5	+ 5.5	− 2.6	42	37	49	62
NY	− 1.3	− 8.8	+ 8.2	48	47	—	—
Chicago	+ 8.0	− 1.9	†	38	42	48	—
LA	− 9.7	− 1.4	− 3.5	51	51	38	63
US	**− 1.5**	**− 0.6**	**− 0.7**	41	41	51	57
PRINTING							
1	− 4.5	− 8.9	+ 2.9	51	52	—	58
2	− 2.9	− 6.7	+ 3.3	47	47	59	60
3	− 0.2	− 3.6	+ 6.1	44	41	72	76
4	− 6.1	−11.3	+ 1.6	45	46	64	65
5	+12.6	− 0.3	+ 0.7	39	45	72	76
6	− 5.9	+ 0.4	†	40	45	—	70
7	− 2.3	− 4.5	− 2.8	41	40	—	75
NY	− 2.8	+ 3.1	+ 1.6	41	44	—	—
Chicago	− 7.0	− 4.2	− 0.4	43	43	—	—
LA	+ 3.4	+ 2.0	+ 1.8	43	45	77	80
US	**− 1.2**	**− 3.4**	**+ 2.2**	45	45	68	69

*To calculate monthly inventory turnover, divide 365 calendar days by # of calendar days cost, e.g., 365/73 = 5.00x.

†Insufficient data to calculate valid statistic.

Region 1: CT, ME, MA, NH, RI & VT
Region 2: DE, DC, MD, NJ, NY & PA (excluding NY Metro)
Region 3: AL, FL, GA, NC, SC, TN & VA
Region 4: IL, IN, KY, MI, MO, OH, WV & WI (excluding Chicago Metro)
Region 5: CO, IA, KS, MN, MT, NE, ND, SD, WY
Region 6: AK, AZ, CA, HI, ID, NV, NM, OR, UT & WA (excluding LA Metro)
Region 7: AR, LA, MS, OK & TX
NY Metro: NY: New York City, Long Island and Westchester Co. NJ: Counties of Bergen, Essex, Hudson, Middlesex, Passaic and Union
Chicago Metro: IL: City of Chicago and Cook, DuPage and Lake Cos. IN: Lake Co.
LA Metro: Cities: Los Angeles, and San Diego. Counties: Los Angeles, San Diego, Orange and Ventura (and neighboring parts of Riverside and San Bernadino)

Selling Days

The actual number of days a firm was open for business or that the sales people made customer calls [calendar days less weekends (if applicable) and holidays]. By supplying selling days of each firm, the sales per selling day are standardized according to actual business conditions or company policies.

Days Outstanding

The number of days outstanding on this report are calculated by adding the current month's sales and the previous month's sales and dividing the total by the number of calendar days of the two months. The result is a figure representing average sales per calendar day.

The total figure provided for closing accounts and notes receivable is divided by the average sales per calendar day. The result is the number of days outstanding at the end of the month being prepared.

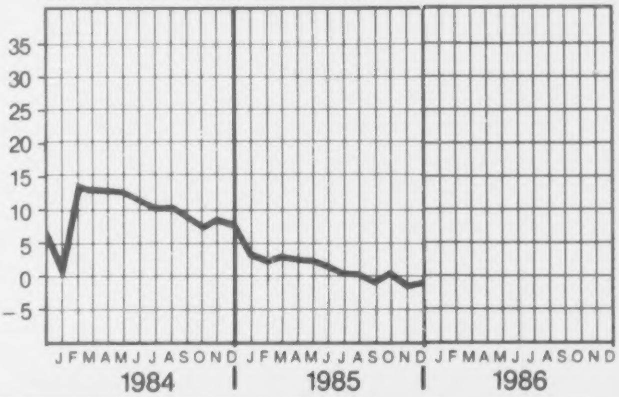
PAPER MERCHANT SALES REPORT

SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

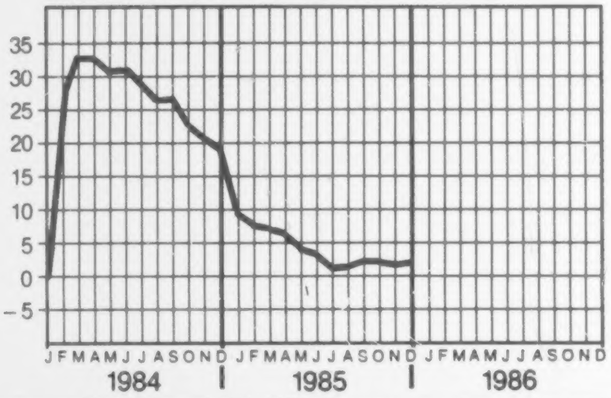
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



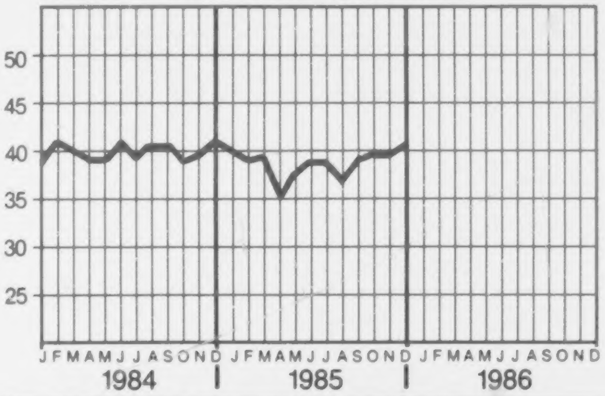
PRINTING PAPER SALES NATIONALLY



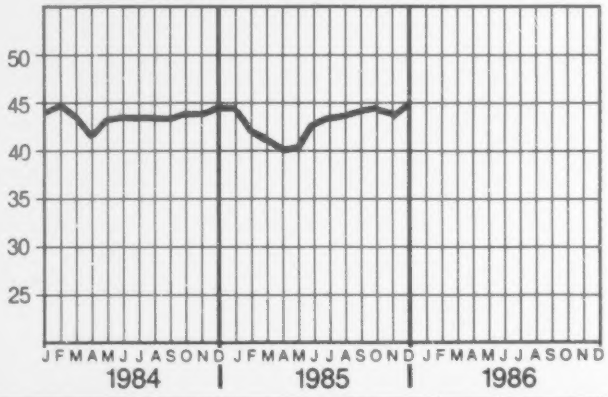
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



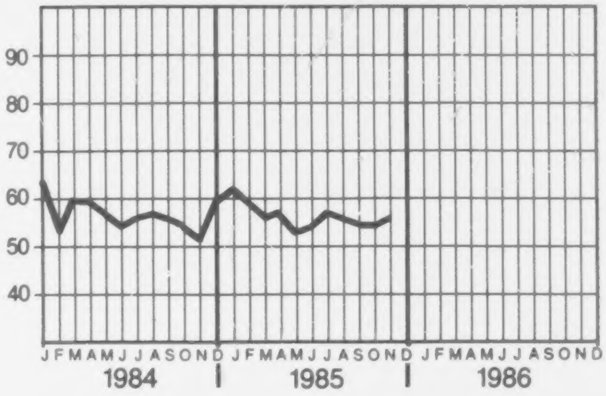
PRINTING PAPER RECEIVABLES NATIONALLY



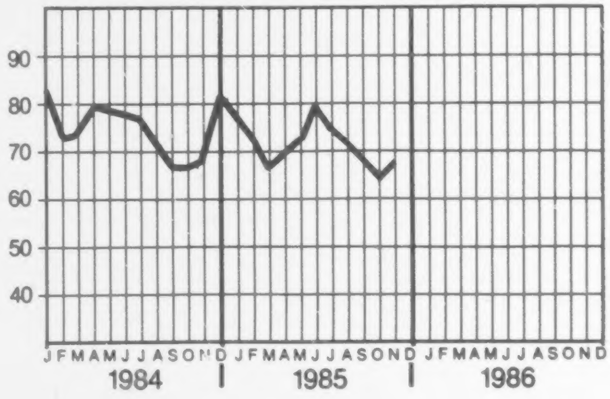
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

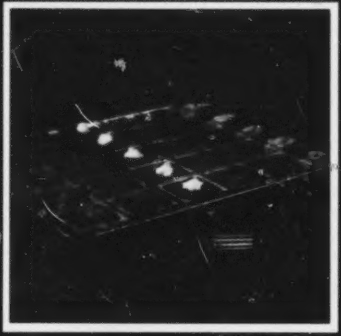
INDUSTRIAL PAPER INVENTORY NATIONALLY



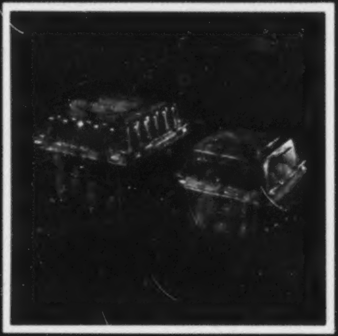
PRINTING PAPER INVENTORY NATIONALLY

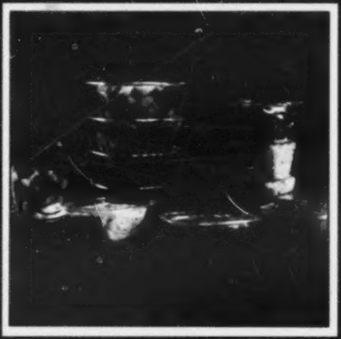


The secrets to the success of IVEX

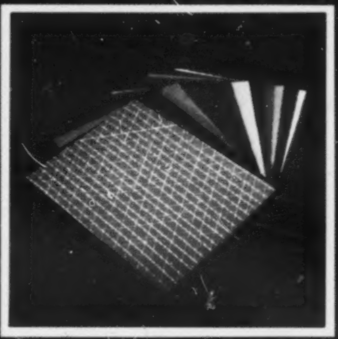

Offer vs Serve

Single face corrugated


Fresh-Pak pt. and qt.


Fresh-Pak Deli

VCI papers


Mill products

Shippers/Mailers

Vending/Catering

Masking/Cold Seal

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IVEX Corporation is an international converter of paper and plastic, extruder of plastic sheet and manufacturer of recycled papers.

Discuss the right combination for you with your local IVEX representative.

IVEX

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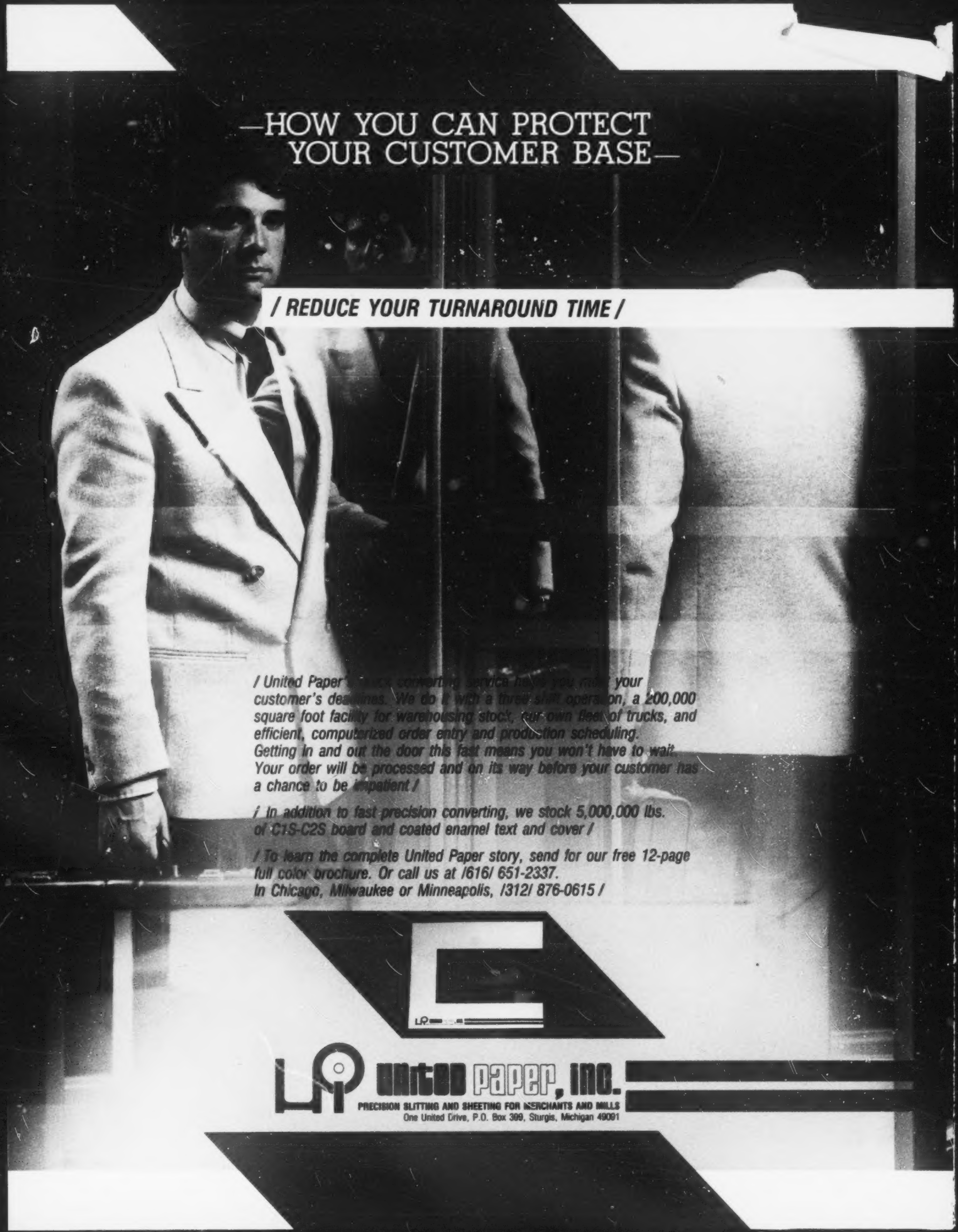

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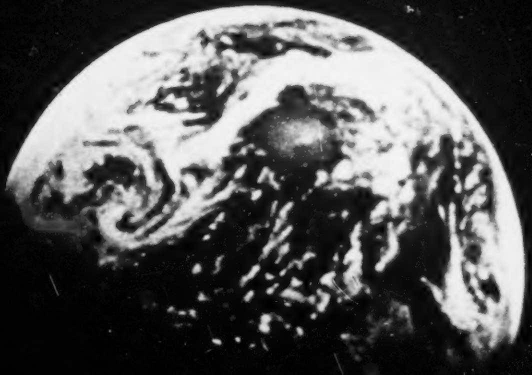
MARCH 1986

MN



1986 Who's Who in Paper Distribution

Membership Roster of the National Paper Trade Association

A Worldwide Organization of Paper Distributors

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BETHESDA, MD 20814

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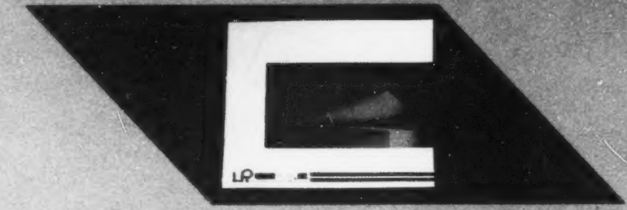

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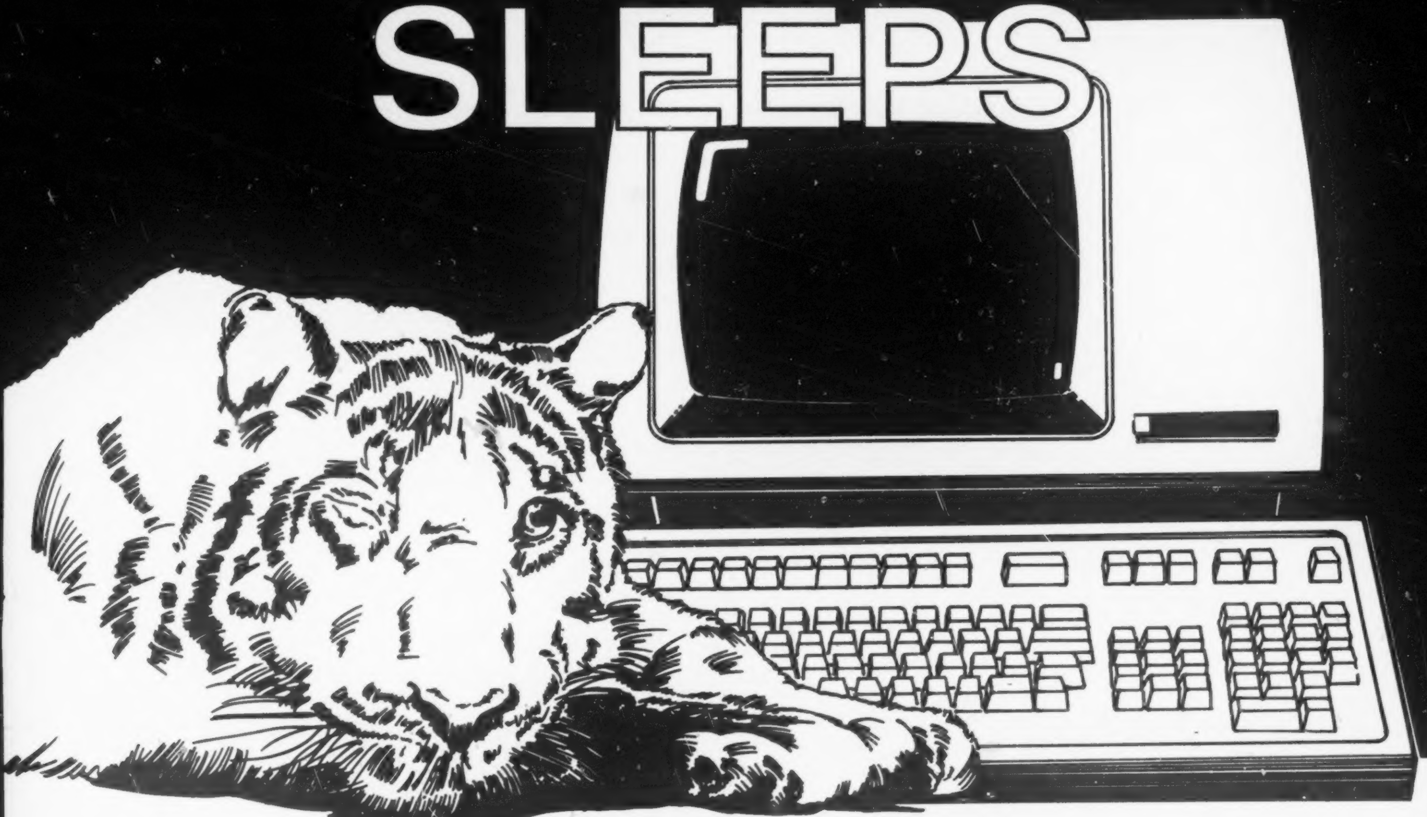
THE TIGER NEVER SLEEPS



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Please address all inquiries to the Editor. Original manuscripts and letters are welcome.

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85 **Geographic Index of Paper Distributors**
For ease of use, a geographic index is included. This allows the user to find paper merchants by city and metropolitan area concentration.

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Cover Photo: National Aeronautics and Space Administration

STRATHMORE OFFERS TRAINING SUPPORT TO MERCHANTS

The Strathmore Paper company offers training support for merchants in the form of sales promotion seminars. Just recently, the company finished up one such seminar for merchant promotion specialists at the Strathmore Lodge in Russell, MA.

Seminar discussions ranged from the basics of sampling and labeling to methods of presenting paper and servicing the creative community.

"Strathmore's long years of experience in merchant promotion coupled with the fact that we do not bring in unnecessary outside speakers has proven to be a positive formula for organizing well-regarded, useful seminars," said Murray Grant, manager, advertising and sales promotion for Strathmore. "We cover the subjects ourselves in an in-depth manner and supplement that with substantial discussions within the group to complete the sessions."

MILTON CELEBRATES ANNIVERSARY WITH MOVE

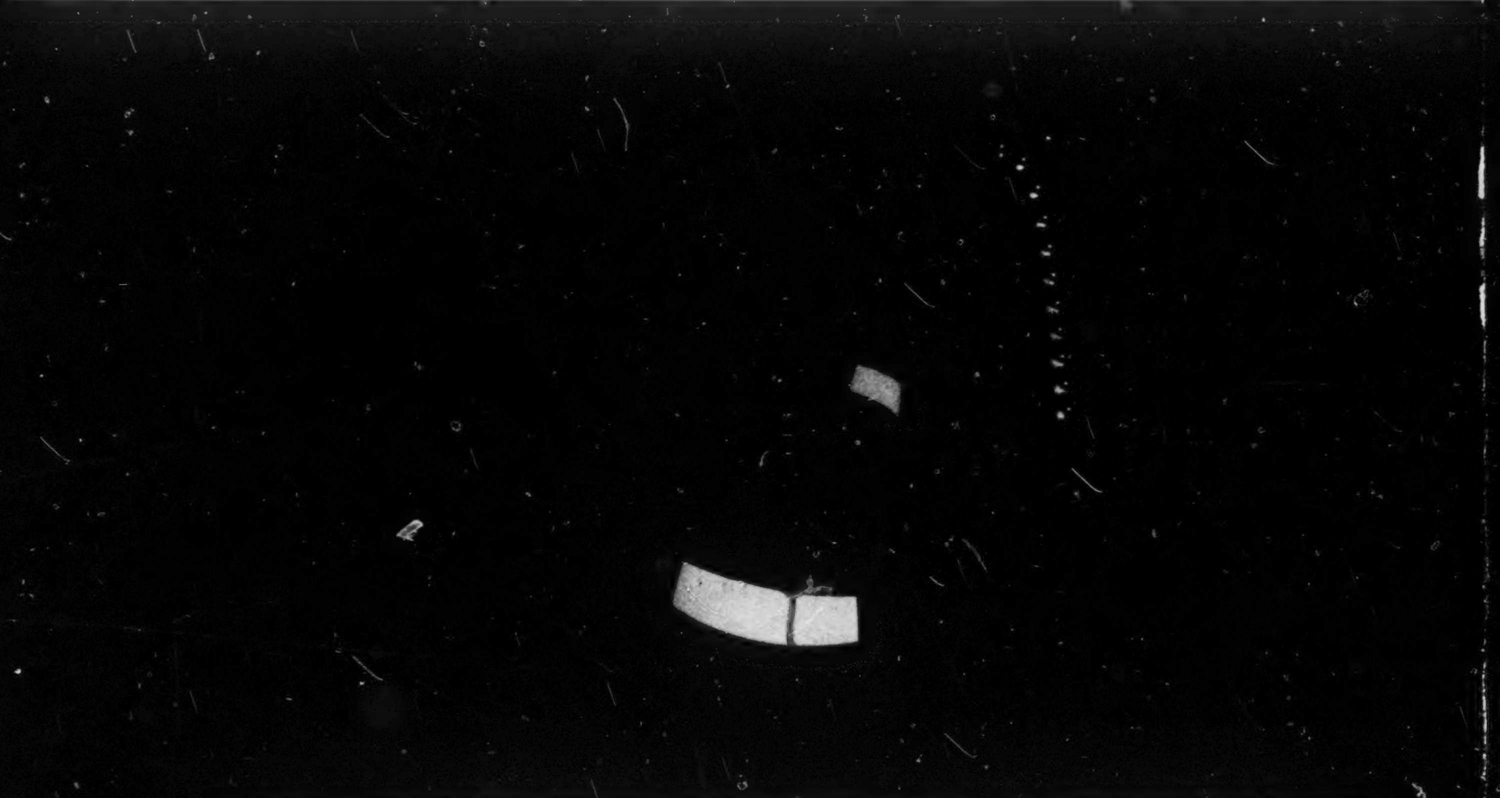
The Milton Paper Co., which was established in 1916, is celebrating its 70th anniversary this year by moving into a new warehouse and office facility located in Long Island City, NY.

With the purchase of these new quarters, Milton has increased its cubic feet space. The one-story building will provide the company, which represents the major mills in the industry, room to grow.

"It is with confidence in the future of the graphic arts industry in the tristate area," said Stephen I. Rudin, the president of the company. "that the Milton Paper Company anticipates even greater growth and enhanced service to every facet of our industry."

EARLY RETIREMENT PROGRAM REDUCES POTLATCH WORKFORCE

This fall, Potlatch Corporation offered an early retirement program to 330 eligible employees as part of a major cost reduction and restructuring program. The company expects to pay $6.3 million to 173 salaried staff and operating employees who decided to take part in the program



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FROM YOUR OLD CUSTOMERS?

which is aimed at reducing the company's workforce. Approximately 50% of the 173 retirements will result in permanent reductions in the force, according to Richard B. Madden, chairman and CEO of Potlatch.

The company expects to pay a total of $9 million in non-recurring charges before taxes for the fourth quarter of 1985.

THACKER MOVES TO A NEW FACILITY

In an effort to allow further expansion in the area of new products and improve the service level to distributors, the Thacker Container Company has moved to larger quarters—a 64,000 square foot facility. The new warehouse, located in Carrollton, TX, ships to all of Texas, New Mexico, Oklahoma, Louisiana, Tennessee, Missouri and Kansas. The Thacker Container Company sells its line of 1,200 packaging products through authorized distributors only and is the largest supplier of stock corrugated containers.

BARBER-ELLIS CHANGES NAME IN SOUTHWESTERN ONTARIO

In the Ontario and Maritime provinces, the merchant company known as Fine Papers London has changed its name to Barber-Ellis Fine Papers. The switch was made to better reflect the true image of the company and the major markets it serves.

On January 1, 1986 when the change went into effect, the company said that the new name will more accurately identify the primary products it supplies.

SUN CITIES PAPER GROUP ELECTS OFFICERS

Joseph Thomas, formerly of S.D. Warren Company, was reelected president of the Sun Cities Paper Group for 1986. Other officers reelected and their former affiliations are: Al Howells, Institute of Paper Chemistry, vice president; Ruth Jameson, Weyerhaeuser, treasurer, and Joan Luey, Boxboard R&D Association, calling committee chairman. John Lonberger, Gould Pumps, was elected program chairman, and Cliff Reppe, Hercules, Inc., membership committee chairman.

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Founded in 1973, the Sun Cities Paper Group is composed of current or former members of the paper industry in the manufacturing, converting, wholesaling or allied segments who reside in Sun City, Sun City West or surrounding environs in Arizona. Luncheons are held at noon on the second Saturday of each month (November-April, incl.) at the King's Inn in Sun City and new residents or visiting "paper men and women" are invited to attend.

UNISOURCE BREAKS GROUND FOR NEW WAREHOUSE

Unisource Phoenix recently held a ground breaking ceremony for a state-of-the-art warehouse that will maintain fine paper and industrial merchandise. The Alco paper distribution company announced that it hopes to move into the new 102,000 square-foot, high cube building by May 1, 1986.

Corporate president, R.A. "Pike" Peterson; southern region manager, Bob Burris; Phoenix Division vice president, J.E. "Kip" Kindregan and Arizona State Representative, Earl Wilcox were on hand for the ceremony.

THE PAPER FOUNDATION'S ENDOWED CHAIR PROGRAM GAINS SUPPORT

The Paper And Plastics Education Research (PAPER) Foundation created the "Endowed Chair" program at the University of North Florida in Jacksonville to help the paper distribution industry chart its course for the future. Once the endowment is in place, no other funds need be collected to support the research.

New donations have just been received from the Canadian Paper Trade Association and Balpex, a Canadian industrial distribution chain. The Foundation's goal is in sight and it is hoped that fundraising efforts will soon come to a close.

NOMINATIONS OPEN FOR NPTA VOLUNTEER LEADERS

The National Paper Trade Association announced that nominations are now

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unisour
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being accepted for election to the Association's board of directors and its standing committees. Nominating Committee chairman, Frank Viegas, will accept all nominations until April 15, 1986.

Those members interested in serving on the Association's board or on its important working committees, must send a letter and short biography to Frank Viegas at NPTA headquarters (111 Great Neck Road, Great Neck, NY 11021).

NEW FINANCIAL MANAGEMENT FIRM OPENS

Richard B. Lefcort Associates has recently begun offering management consulting services to businesses around the country. Located in Jacksonville, FL, the company's focus on financial management provides clients with business planning and analysis, financial systems review, merger/acquisition support and management assessment and search.

The company's founder, Dick Lefcort is the former vice president-finance and chief financial officer of Ryder Truck Lines and was vice president-planning and financial reporting at Unijax, Inc. He served Ryder and Unijax in various management capacities for the past 15 years. Both companies were affiliated as subsidiaries of I.U. International.

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INTERNATIONAL PAPER FEATURES CRONKITE

Veteran newspaperman and CBS-TV anchor, Walter Cronkite, applies his journalistic wisdom to the art of newspaper reading in the latest installment of International Paper Company's "Power of the Printed Word" campaign. The program is designed to help people read, write and communicate better.

In "How to Read a Newspaper," the latest of 15 articles in IP's Power of the Printed Word series, Cronkite describes ways that can help people read newspapers with greater comprehension and enjoyment. He emphasizes the benefits of the journalistic style which aid the reader in quickly scanning a newspaper.

The articles appear as advertisements reaching students and young adults in publications such as *Omni, Rolling Stone, Seventeen, Ebony*, etc. International Paper's campaign has covered a wide range of subjects, including writing, poetry, business correspondence and spelling. For more information or reprints of the articles, write to International Paper Company, 77 West 45 Street, Room 41-56, New York, NY 10036.

1986 PROMISES OPPORTUNITY FOR THE PAPER INDUSTRY

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of trade may result in an increase in the demand for U.S. pulp, paper and paperboard in 1986.

According to the American Paper Institute (API), this expected gain contrasts with the forces in 1985 which reduced the output of paper by 1.2%, paperboard by 2.5%, and chemical paper grade market pulp by 1.6%. The strong value of the dollar in the first quarter of 1985 depressed exports of paper products and encouraged American consumers to buy more imported paper. In addition, the growing net inflow of foreign-made packaged goods adversely affected U.S. paper and paperboard packaging.

"A weaker dollar could reduce the share of packaged goods provided by foreign producers which will improve the domestic demand for paperboard," said API's senior vice president and chief economist Norma Pace. Coupled with reduced tariffs in Japan and some other favorable developments overseas, the weaker dollar should increase U.S. exports and reduce imports, said Pace.

Throughout 1985, the U.S. paper industry worked at improving its manufacturing efficiency and cost competitiveness. Last year, the industry spent $8.5 billion for plant and equipment and, despite a decline in production of 1.8%, man-hour productivity in the paper industry held steady. In addition, purchased energy efficiency chalked up another significant gain—5.4%—and self-generated fuels now account for about 57% of the industry's total energy requirements.

During the past six years, the cost of paper and paperboard has increased at half the overall inflation rate of the nation reports API, putting the industry in a strong competitive position when compared with others. Foreign paper producers did not match this achievement.

PAPER MILLS REPORT YEAR-END RESULTS: A MIXED BAG

Paper mills have completed their year-end summaries and what they have found is worth reviewing. Most report that "it was a buyers' market for paperboard and pulp in '85" as Burnell R. Roberts, chairman and CEO of Mead said. His company reported 1985 net earnings of $93.5 million on sales of $2.7 billion. Although Mead's sales held steady from 1984 levels, earnings fell 33%.

Nekoosa had a similar experience. 1985 saw earnings drop 62% to $46.2 million from $119.9 million the year before. 1985 sales were up by 3%.

Hammermill reported 1985 operating profits at $69 million, down 40% from 1984 on net sales of $1.9 billion that held firm.

For both Nekoosa and Hammermill, 1984 sales were records.

Scott Paper Company, on the other hand, had another good year. Net income grew to a record $201.1 million for the company compared to the $187 million it posted in 1984—an increase of 8%. Sales increased in 1985 by 7% to a record $3 billion.

Some mills reported that 1985 was about the same as the year before. "While 1985 performance was satisfactory, it did not meet our objectives and expectations," said D. Eugene Nugent, president of Pentair. "The paper companies encountered mixed market conditions and several situations impacted short-term results." His company posted a 6% decrease in income in 1985 from its 1984 record on sales that were 2% lower.

Changes in operations at some mills affected their year-end reports. Champion's purchase of St. Regis made 1985 its first full-year with the new operation included in its financial statements. The inclusion of two St. Regis product groups, publication papers and newsprint, gave Champion's paper segment a meaningful boost, although its printing and writing papers were below last year's level. Operating income from packaging products dropped from $70 million to $22 million.

Overall, Champion had 1985 earnings of $163 million on net sales of $5.8 billion.

Georgia-Pacific reported income from continuing operations in 1985 of $207 million compared with $253 million in 1984. After accounting for the effects of discontinued operations and an extraordinary item, net income in 1985 was $187 million compared with $119 million in 1984.

Income for G-P from continuing operations in 1985 included a $19 million pre-tax gain on the sale of Oregon timberlands, and the 1984 results included another $19 million pre-tax gain on the sale of the Georgia-Pacific building in Portland, OR.

1986/87 NPTA PUBLICATIONS CATALOG

NPTA Publications

NPTA Management News, monthly magazine	
Members ... per year	$15.00
Suppliers ... per year	25.00
Management Guides:	
★ Antitrust Laws, Guide To	1.00
★ Profitable Management, Guide To	15.00
★ Profitable Management, Supplement No. 1, Management of Receivables	15.00
★ Profitable Management, Supplement No. 2, Management of Inventories	15.00
★ Sales Training Manual	15.00
★ Sound Policies, Guide To	15.00
★ Warehouse Operations, Guide To	15.00
★ Warehouse Operations Revised Supplement No. 1	15.00
Combination: *Warehouse Operations Guide and Revised Supplement No. 1*	25.00
★ Paper Merchants Guide to Personnel Selection and Evaluation	85.00
second copy	42.50
Paper Merchant Performance	
— *Members*	35.00
— *Nonmembers*	125.00

NPTA Publications (cont)

Who's Who In Paper Distribution	
— *Members*	$15.00
— *Suppliers*	25.00
Printing Paper Sales Compensation (Available 9/86)	
— *Members*	40.00
— *Suppliers*	50.00
Industrial Paper Sales Compensation	
— *Members*	40.00
— *Suppliers*	50.00
Growth Strategies in Paper Distribution	
— *Members*	40.00
— *Suppliers*	50.00
The Paper Distribution Industry: A Market Research Data Source	
— *Members*	65.00
— *Suppliers*	195.00
— *Consultants*	325.00

NPTA Video Tape Programs

The Role of The Paper Merchant (½" VHS, 30 minutes)	
— *Members*	$135.00
— *Suppliers*	175.00
— *Additional Copies*	100.00
Implementing Successful Paper Marketing Programs (½" VHS, 1 hour)	
— *Members*	65.00
— *Suppliers*	80.00
— *Additional Copies*	40.00

NAW/NPTA Publications

Automated Inventory Management For The Distributor	$35.00
Effective Financial Management For Wholesaler-Distributors	35.00
Introduction To Wholesale Distribution	35.00
Increasing Profits Through Better Marketing: The Marketing Productivity Audit	35.00
Systems Selling: A Marketing Guide For Wholesaler-Distributors	25.00
Future Trends In Wholesale Distribution: A Time of Opportunity	28.00
DREF Database: The Management Information Source Book For Wholesaler-Distributors	145.00
What Really Helps (or Hurts) Your Company's Bottom Line	50.00
Measuring Customer and Product Line Profitability: Beyond "Turn & Earn"	35.00
Strategic Planning: Fitness Program For Wholesale Distributors	35.00
Branching & Market Coverage	35.00
Higher Profits From Day One (Kit)	175.00

Other Publications

Merchandising to Maximize Your Margin	$25.00
Wholesaler Inventory Control	25.00
Practical Handbook of Distribution/Customer Service	40.00
National Association of Printers & Lithographers (NAPL) Quarterly Printing Industry Business Indicator Report ... per year	50.00
Printing Industries of America (PIA) Best & Worst Markets For Printers In The 80s	50.00
★ Semi-Annual Update Subscription per year	35.00
What The Printer Should Know About Paper (GATF)	21.00
GATF's Lithographers Manual	
★ regular edition	42.00
★ deluxe edition (gold-stamped name, case bound)	49.00
Walden's Handbook for Paper Sales People & Buyers of Printing Paper	15.00

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1986/87 NPTA PUBLICATIONS CATALOG

Convention Cassette Recordings

(All recordings are at least 90 minutes long)

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10 Sessions — Total of 11 Cassettes $105.00
(15% discount) 90.00
Utilization of Hand-Held and Other Computer Devices For Industrial Paper Merchant Sales People 10.00
Janitorial Supply: The Role of the Paper Distributor 10.00
Computerized Inventory Management 10.00
Building a Winning Management Team: A Key To Your Success (Young Executives Program) .. 10.00
General Business Session (2 tapes) 15.00
The Future of Electrostatic Printing and Its Impact on the Demand for Paper 10.00
The Promise of Telemarketing 10.00
Health Care Cost Containment 10.00
How Paper Merchant Managers Can Use Personal Computers 10.00
Chairman's Luncheon (Stan Styles Award and Douglas Kiker) 10.00

The 1985 Convention was not recorded.

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per hundred $10.00
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"What Would Happen If All Paper Merchants Stopped Operating Today?"
"The Paper Merchant Shortcut"
"A Paper Need + Your Paper Merchant = A Problem Solved"
"How To Improve Packaging Procedures"

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NPTA Binders (3" black vinyl)
★ ... 1-3 binders each 4.00
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NPTA Insignia Logo (members only) (for letterheads — free on request)

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Professional Telephone Selling Skills	1,317	272	340
Telephone Prospecting	552	106	106
Service Programs			
Customer Satisfaction Telephone Skills	701	161	144
Management Programs			
Interpersonal Managing Skills	1,487	238	—
Strategies for Effective Listening	106	21	—
Supervisory Programs			
Role of the Supervisor	552	21	—
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THE PAPER DISTRIBUTION INDUSTRY: A MARKET RESEARCH DATA SOURCE

The Paper Distribution Industry: A Market Research Data Source is a comprehensive marketing, economic and financial analysis of the U.S. paper distribution industry. With newly-released Government information from the Census of Wholesale Trade, NPTA-sponsored primary research, and wholesale distribution consultants' opinions, the report represents a unique view of this $24 billion per year business. For more information call the National Paper Trade Association's research department at (516) 829-3070.

PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Month
1	Harvest the Fruits of Paper Selection (Marketing Tool). *NPTA.* $.50 each	2
2	Measuring Customer and Product Line Profitability. *Mullins.* $35	7
3	Branching and Market Coverage. *Healy.* $35	8
4	Merchandising To Maximize Your Margins. *VanDeMark.* $25.00	4
5	Industrial Paper Merchant Sales Compensation. *NPTA.* $40	3
6	Practical Handbook of Distribution/Customer Service. *Blanding.* $40.	6
7	Growth Strategies in Paper Distribution. NPTA. $40.	—
8	NPTA Vacation Schedules (Planning Folders). *NPTA.* $.40 each	1
9	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	—
10	Implementing Successful Paper Marketing Programs Video Tape and Guide. *NPTA.* $65.	—

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

PEOPLE IN THE NEWS

Bill Evans has been named manager of industrial products for Butler Paper's Dallas Division. **Tom Leech** has been named marketing manager, industrial and sanitary maintenance products at Butler's corporate headquarters in Denver.

John Brawner purchased the Kaymac Paper Company and has become the company's new president and CEO.

Michael F. Starling has been named chairman of the board and CEO of Seaman-Patrick Paper Company. **W. John Wickett** is Seaman-Patrick's new president and COO.

Roger Marshall has been promoted to the national marketing manager of the Thacker Container Company. **Ray Felix** has been appointed southwest regional manager of Thacker.

J. R. W. "Bill" Street, former general sales manager for Union Camp Corporation's Fine Paper Division, died recently.

Robert N. Maia has been named southern regional manager, Service Products Division for the Fonda Group.

Joseph F. Smith has been appointed president and COO of DataCom, Inc. **Michael A. Berliner** has been named executive vice president of the company. **M. Harold Berliner** has become chairman and CEO of DataCom.

Ronald Stanley has been promoted to director of purchases of Penntech Papers.

John B. Foley, the founder of Bergen Packaging and most recently president of Shamrock Packaging, died Friday, January 3, 1986.

Terry Sweeney has been appointed to the new position of national director of specification sales for the Strathmore Paper Company. **Mary Macaulay** has been named the national graphic consultant for Strathmore. **Gus Comaites** has rejoined the firm as district sales manager, Metropolitan New York area for Strathmore.

Gene Cartledge has been appointed chairman and CEO of Union Camp.

Jack E. Carstens has been named vice-president—sales and marketing of the Chesapeake Corporation Company, Wisconsin Tissue Mills.

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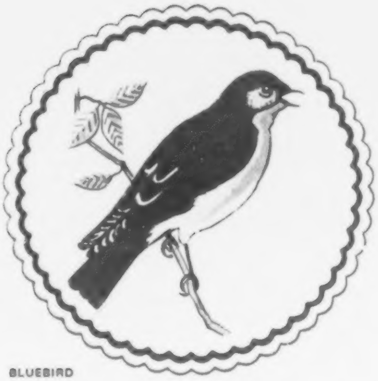

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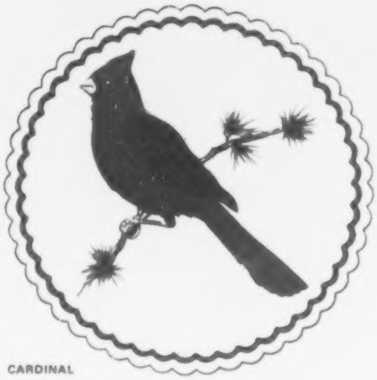

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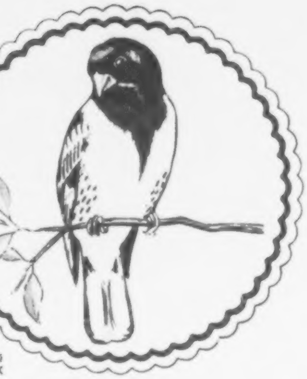

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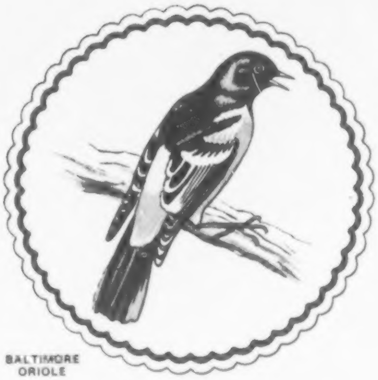

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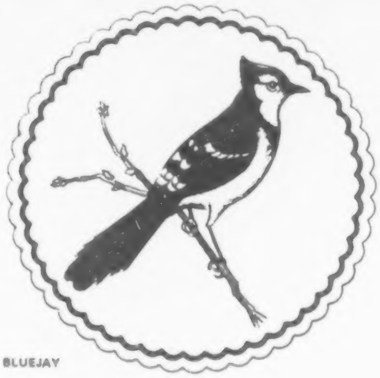

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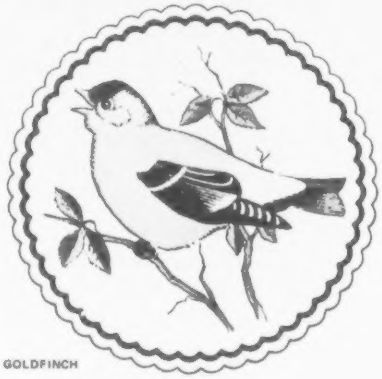
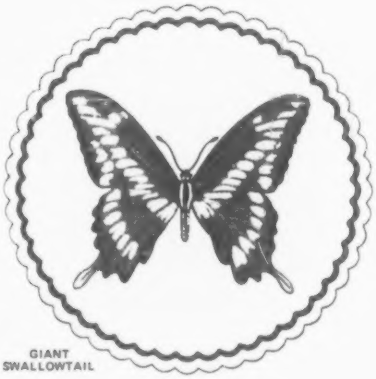
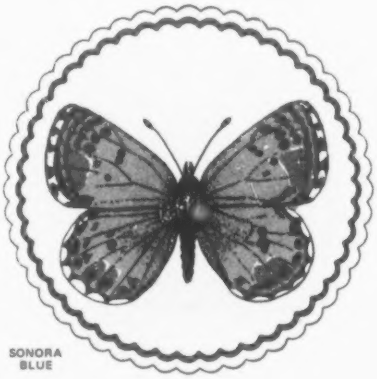


GOLDFINCH



GIANT
SWALLOWTAIL



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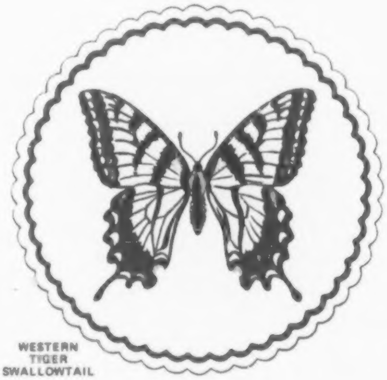

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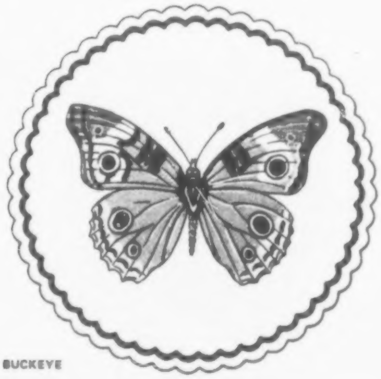

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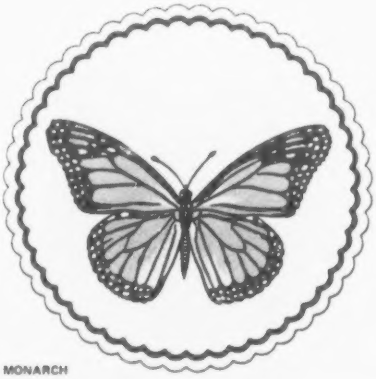
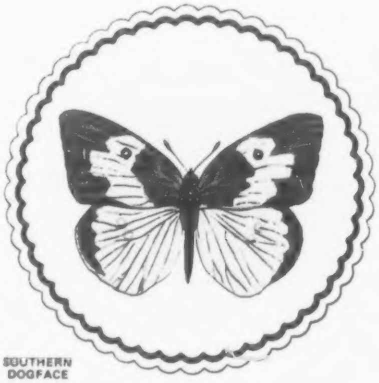


MONARCH

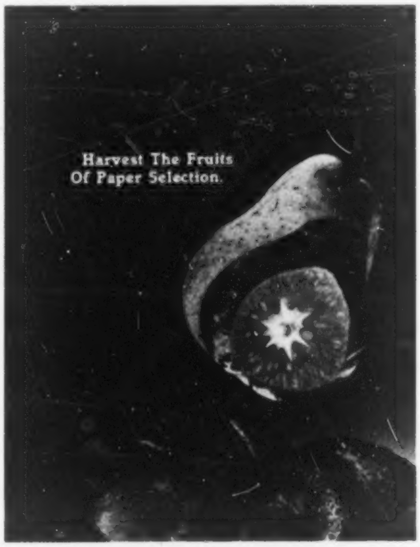


SOUTHERN
DOGFACE

PRINTING PAPER

'HARVEST THE FRUITS' QUICK SUCCESS

Launched last November, the NPTA "Harvest the Fruits of Paper Selection" marketing folder became an overnight success. In its first three months of availability, 30,000 pieces were purchased by NPTA members in small lots. An additional 45,000 were taken in lots of 10,000 or more.



The "Harvest" campaign promotes the use of high-quality printing paper to graphic designers, art directors and printers. It is attractive and helpful to all those involved in paper specification and graphically illustrates the advantages (and small additional cost to an overall project) of using better papers.

"Harvest the Fruits of Paper Selection" is an important tool for every printing paper sales person. Quantities are still available from NPTA. They may be imprinted on the back for ease of identification with the merchant's company.

Quantity	Cost For Each	Imprinting
1–100 101–500 501–1,000	50¢ 48¢ 46¢	**Custom imprinting is $65 per order**
1,000–5,000	44¢	**Custom imprinting is $100**
5,000–10,000 over 10,000	42¢ 40¢	**Free custom imprinting**

DRUPA TO ATTRACT 300,000 THIS MAY

Drupa is a contraction of the German words for a printing and paper fair. Billed as the world's largest event of its kind, organizers are expecting 300,000 people to visit Dusseldorf, West Germany to participate in Drupa activities from May 2–15, 1986. As many as 5,000 Americans are expected to make the trip.

Most travelers will attend the fair through a tour package which may include side trips and visits to graphic arts manufacturing facilities nearby. *Graphic Arts Monthly* reported that the following organizations have trips available:

- Printing Industries of America
- National Association of Printers and Lithographers
- Graphic Arts Technical Foundation
- AGFA–Gevaert
- Graphic Arts Equipment and Supply Dealers Association
- International Business Forms Institute
- Binding Industries of America
- Gate Travel Service

Those interested in Drupa may contact the editor of *MN* for addresses and phone numbers of these groups. The Dusseldorf Travel Service may also be contacted for additional information at: 345 Park Avenue, New York, NY 10022.

THE ISSUE OF HAZARDOUS WASTE GROWS

The Environmental Protection Agency plans to close more than two-thirds of the hazardous waste disposal facilities in the U.S. The move comes at a time when the demand for disposal facilities in this country, is at an all-time high, reports the Printing Industries of America. Only 492 of the 1600 facilities have gained the EPA's certification to stay in business.

A two-day program covering the regulation and treatment of hazardous waste as it affects all segments of the printing industry was held in Washington.

A complete recording of the seminar sponsored by GATF, NAPL, PIA and the Research and Engineering Council is available on a set of seven tapes at a cost of $50. To order, contact Harold Molz, Research and Engineering Council of the Graphic Arts Industry, 4351 Garden City Drive, Suite 660, Landover MD 20785.

INDUSTRIAL PAPER

INDUSTRIAL PAPER MARKETS AND TRENDS

The industrial paper market is comprised of a variety of separate and distinct market segments—more so than the printing paper market. Paper products sold are very different in nature, and some "allied" products are not made of paper at all, but include items such as plastic dinnerware, polystyrene cups and plates, and plastic packaging. Industrial paper merchants most likely provide a full product line to service an account. In addition to paper bags, towels and toilet tissue, a fast food outlet, for example, needs plastic garbage can liners, coffee stirrers, mops, and floor cleaners. It makes economic sense for the merchant to supply the account with all of these.

NPTA's estimate of the size of the six main industrial paper market segments appear below in Table 1.

Following are profiles of these major markets, and other selected "specialty" industrial paper segments.

Table 1 INDUSTRIAL MARKET SEGMENTS

Industrial Paper Market	1984 Estimated Merchant Wholesaler Sales ($ Millions)
Packaging Supplies and Equipment (protective packaging, shipping boxes, gummed tapes)	**$4,712**
Food Service Disposables	**2,109**
Sanitary Papers	**2,068**
Janitorial Supplies	**1,124**
Retail/Matched Packaging	**667**
Health Care Disposables	**440**

The Food Service Disposables Market

One of the most interesting and lucrative growth areas for industrial paper merchants is the area of food service packaging. With the growth in use of microwave ovens and higher quality foods, merchants will be called upon to supply this burgeoning market segment. Currently, most fast food disposable packaging is purchased in "stock" items and about 65%, the balance, is in custom and special, printed items.

As supermarkets and convenience stores pick up on the fast food market, the need for fast food disposables in this customer class will grow dramatically. Fast food restaurants are demanding more graphically interesting and functional types of food packaging (microwave, etc.) as they upgrade to finer types of foods at higher prices.

Merchants might also wish to add additional product lines in the restaurant area which compliment their current fast food lines such as tablecloths, plasticware, plates and cups, pitchers, platters and other related items. As always, merchants must continue to try and provide all products a customer might buy, including wipes and cleansers, food preparation equipment, perishable and nonperishable foods and anything else a customer currently buys elsewhere. The Single Service Institute in Washington D.C. has estimated that the total U.S. market (at retail level) for food service disposables is currently worth about $2.75 billion.

Paper cups, plates, and bowls constitute a $1.2 billion commercial and institutional market and a $600 million consumer market. Paper tubs, lids, and miscellaneous items are estimated to represent another $1 billion in volume.

In Table 2 are the percentages of total industrial paper merchants' sales typically accounted for by food service disposables. As one can see, food service disposables have become an increasingly important market for industrial and dual merchants in recent years.

Within this market there is opportunity for above-average growth and profitability in segments, type of service and product categories.

While the food service industry overall is growing at an annual rate of 3%, there are segments growing much faster. Capitalizing on the full potential of these segments can produce profitable growth.

Food service in convenience stores will continue to be a rapidly growing market. According to the industry report by *Convenience Store News*, fast foods have the highest gross margin of any product category sold by convenience stores. Products with the fastest growth are chicken, hot dogs, fountain drinks and Mexican food. This market segment uses virtually 100% disposable paper products for food service since most of the food is carried out of the store. This is a market niche worthy of development and with potential far above the average growth for a broad-line of food service disposables.

Fast foods will continue to grow faster than the industry. This segment is highly disposable-intensive and has moved to capitalize on the trend to carryout and menu expansion to meet customer demand. These factors have created the need (and the sales opportunity) for a broadline of upscale food service disposables.

Business and Industry—Employee feeding in offices and plants, health care, schools and colleges, food services, etc. are becoming more competitive, more marketing and merchandising-oriented. These segments have become more disposable-intensive in response to customer tastes and preferences. The key for building disposables business in this segment is account penetration with a broad disposables line and merchandising programs to build employee participation.

Table 3 TOP FIVE GROWTH PRODUCT CATEGORIES

(% Real Growth)	
Total Franchise Segment	9.0
Ice Cream	14.5
Chicken	13.7
Pizza	11.2
Seafood	11.2
Mexican Food	11.1

Source: National Restaurant Association. Adjusted for 5.0% inflation.

Within the franchise segment there are product categories that will outpace industry growth.

Franchise operators now control almost half of the commercial food service market and are outpacing independent operators.

Table 2 INDUSTRIAL PAPER MERCHANT SALES

	1981	1982	1983	1984
Sold by Industrial Paper Merchants	11.25%	13.13%	15.12%	18.97%
Sold by Dual Paper Merchants	9.21	10.62	10.49	12.06

Achieving Excellence in Service

How can the company selling printing and/or industrial paper commodity lines stay one step ahead of its competitors? How can the merchant establish and maintain a larger market share? Focusing on service excellence has a direct effect on a company's competitiveness and market share. A business hoping to achieve service excellence must be customer-driven.

Studies show that thoughtful handling of customer telephone calls can strengthen customer commitment, reduce the number of complaints, and provide important information on how well the merchant's products are meeting market needs. Careless handling of customer calls, on the other hand, can weaken loyalty, increase the cost of resolving complaints and reduce market share.

Karl Albrecht, a San Diego management consultant, in his book *Service America,* notes that the best service organizations follow three basic rules for success:

Have a clear vision of the concept of service. The best organizations have a unifying idea about what they do. The service concept directs the employee's attention to customer priorities. It permeates each organization's accomplishment and becomes the nucleus of the message that employees transmit.

Train customer-oriented, front-line people. The managers of excellent service organizations have encouraged strict attention to the needs of the customer. Effective front-line people focus on the customer's current situation, frame-of-mind and needs. This leads to a level of responsiveness, attentiveness and willingness to help that marks the service as superior in the customer's mind.

Customer-friendly delivery systems. The delivery system that backs up the service people must be designed for the convenience of the customer, rather than the convenience of the organization. The physical facilities, policies, procedures and communication processes all say to the customer, "This system is here to meet your needs."

Keys to Achieving Customer Satisfaction

Because of the increased awareness of the importance of complaint handling, more and more companies are demanding improvements in their telephone communication practices. There are a number of guidelines that can be followed to achieve this objective.

Know the customer. Have a clear understanding of the customer's profile, who he is and his needs. Organizations that pass the customer from one department to another before solving his or her problem are not service-oriented.

Create a service strategy. The service-oriented firm must convey a spirit of permanence, stability and devotion. The merchant must have a philosophy that says, "This is what we are, this is what we do and this is what we believe in."

Maintain high service quality. Service excellence means staying in touch with the customers by using market research to evaluate performance and to detect changes in expectations. Employees must be motivated and trained. In a customer-driven organization, virtually everyone has internalized the basic priorities of the customer. The customers' problems are the company's problems. Immerse the organization in the customers' needs.

Skills That Make a Difference

Customer problems are often wrapped up in heavy layers of emotion. A customer might be frustrated or angry because a product is not working properly or it was not delivered on time.

On the telephone, the only tool customer contact people have is the spoken word. They must be excellent communicators.

Good communication is much more than good intentions and technical knowledge. It requires highly specialized skills that cannot be learned effectively on a hit-or-miss basis.

Effective communication implies determining what the customer really needs through proper use of probing. Secondly, the caller must be reassured that his or her problem is understood and that help or information is readily available. Giving appropriate information in a clear and understandable way is a third essential skill in good telephone contact. A confused caller will almost always become an angry one. Finally, since few problems can be solved in one telephone call, callers need to know what will happen as a result of their complaint or inquiry.

Service Excellence Through NPTA

In just two days NPTA can train customer contact people to be more effective using the phone. The NPTA-endorsed, Learning International (formerly Xerox) *Customer Satisfaction Telephone Skills* (CSTS) will:

- enhance the corporate image and reputation
- improve employee morale
- lower turnover rates because employees will be better equipped to handle their jobs
- increase employees' professionalism
- increase productivity through the ability to handle more calls more efficiently
- reduce staffing requirements
- increase customer input on product marketing or services

CSTS can be conducted inhouse or at an open session for a number of merchants. For more information on achieving service excellence, contact the NPTA Education and Training Department at 516–829–3070.

1986/87 Seminar and Conference Schedule

Staying abreast of management and technological developments in today's paper industry demands a firm commitment, a continuing investment of time and resources, and strong professional support. This is one of the most formidable challenges to profitable and productive management for the balance of the decade. Increases in productivity and improved operational efficiency is the key to a merchant's success.

The progressive merchant realizes that all levels of business operations can profit from NPTA's educational programs: CEO's can learn more effective and efficient financial planning, managers can learn to manage more effectively, their sales people can become "smarter," and all employees can work more productively. *They realize the time for action is now.*

Business as usual must not be the goal of the progressive merchant. Priorities must be realigned and monies invested wisely in a firm's most important resource—their people.

NPTA's educational programs are specifically designed to help each merchant address his major priorities. Through our programs, merchants can increase productivity and get the most out of each training dollar invested

Productive Opportunities for Paper Merchants

D. Bruce Merrifield
Merrifield Consulting Group

PURPOSE:

This successful seminar focuses on specific action plans aimed at improving operational efficiency and profitability.

Specific applications include:

1. Minimizing two types of inventory cash traps.
2. Minimizing four-out-of-five types of past-dues receivables.
3. Controlling three-out-of-four types of money-losing small orders.
4. The zero-error program.
5. Improving purchasing and selling negotiation abilities.
6. Compensating key "tiger" employees.
7. "10 × 10" selling to generate incremental profits more quickly.
8. Three account penetration tactics.
9. The product promotion pipeline.

All of these applications have been successfully and profitably implemented at paper distribution firms. And, the majority of these tactics will improve existing profitability of a firm in three to six months.

FOR: Marketing Managers, Sales Managers, Top Management
DATES:June 4, 1986; October 16, 1986
LOCATIONS: Chicago, IL; New York, NY

Managing Customer and Product Line Profitability—A Key to Survival in the 80's

Peter Mullins, Management Foresight

PURPOSE:

This one-day seminar will provide a system to evaluate the "good deals" that are brought to merchants by their sales people and suppliers.

Which product lines and customers are most profitable? What is the profit earned and the investment required to support a customer's share of the business? Which are the least profitable lines and customers? What specific steps should be taken to improve profitability? This seminar answers these and many other questions.

FOR: Presidents, Vice Presidents, Sales Managers, Division Managers, General Managers
DATES: May 20, 1986; February 13, 1987
LOCATIONS: Minneapolis, MN; Innisbrook Resort, Tarpon Springs, FL

Industrial Sanitary Supply Symposium—"Sanitary Supply: The Role of the Industrial Paper Merchant"

PURPOSE:

This year, NPTA's Industrial Paper Division will present a two-day symposium on how

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INFORMATION COUPON

I would like to have more information on the following 1986 NPTA-sponsored seminars:

I would like to register for the following 1986 NPTA-sponsored seminars:

NAME
TITLE
COMPANY
ADDRESS

Education and Training Department
National Paper Trade Association, inc.
111 Great Neck Road
Great Neck, NY 11021
516-829-3070

industrial paper merchants can and are taking advantage of this highly lucrative commodity line.

The symposium will feature talks on: how merchants can test their market place to see if these products are for them, how to merchandise sanitary products, which sanitary products are most germaine to industrial paper distribution, how to use your warehouse storage space most efficiently in sanitary supply, special personnel needs in sanitary sales, chemical selling—what do you need to know?, floor products—which ones and how do you sell these?, and many other topics.

The symposium will be geared to merchants who have not yet, or are just beginning to become interested in adding sanitary supply products to their current product mix.

DATE: November 18-19, 1986

LOCATION: Atlanta, GA

Maximizing the Potential of Multi-Branch Logistics

PURPOSE:

This two and one-half day conference will focus on opportunities and problems of managing and expanding multi-branch locations. The multi-branch paper merchant firm will be discussed from a number of points of view.

- Inventory Management—How are branches stocked? When does interbranch transfer make sense? How can interbranch transfer be done effectively?
- Warehouse Design and Layout—What are the new trends in construction? Should multi-branch firm warehouses be any different from those of single-house locations?
- Computerization—The more locations a merchant has, the greater the need for a sophisticated system that facilitates adequate communication, management and control among those branches and headquarters. What are the major computer issues and how are they being dealt with?
- Branching Strategies—When is one added? When is one closed down? Where are they opened? How are they maximized?

FOR: Companies with five or more branches, Company CEO, Top management with corporate responsibilities

DATES: January 20–22, 1987

LOCATION:

New Orleans, LA

Paper Distribution Management Development Program

PURPOSE:

This two-week executive development program for middle managers is located at Miami University, Oxford, OH. This program consists of a one-week intensive module directed to strategic planning, marketing and financial aspects of management. The second one-week module, following a six month interlude, focuses on the interpersonal areas of management: time management, establishing effective leadership, individual productivity, performance measurements, organizational communication and team building.

This program uses a variety of teaching techniques: case studies, workshops and lectures. The course is taught by six Miami University professors with unique academic credentials and active consulting backgrounds.

FOR: Branch Managers, Middle Managers

LENGTH Two weeks

DATES: *First Session:* May 5–9, 1986; November 10–15, 1986—*Second Session:* November 10–15, 1986; May 4–8, 1987

LOCATION: Oxford, OH

Attendance is limited to 20 people. New groups begin every six months

Printech Week

PURPOSE:

This week-long program, co-sponsored with Rochester Institute of Technology (RIT), explores the many aspects of the printing paper processes and the graphic arts industry. **Printech Week** will help turn the sales person or sales manager into a knowledgeable consultant by enabling him to understand today's printing technology.

This hands-on participatory program provides in-depth background in:

- pre-press technology
- all printing methods (lithography—both web and sheetfed are stressed)
- The latest non-impact printing

The course will be taught by a variety of specialists from RIT's School of Printing and guest speakers from the industry.

FOR: Printing Paper Sales People, Sales Managers, Marketing Managers, Branch Managers

LENGTH: One week

DATES: April 7–11, 1986; October 27–31, 1986

LOCATION: Rochester, NY

Return to:
Education and Training Department
National Paper Trade Association, inc.
111 Great Neck Road
Great Neck, NY 11021

YOUNG EXECUTIVE FORUM

Management Program for Young Executives

Young executives will meet in Scottsdale, AZ to participate in the second annual "Mid-Year Executive Conference" sponsored by NPTA's Young Executives Forum (YEF). A full agenda is planned.

The Young Executive Forum (YEF) announced its Second Annual Mid-Year Executive Conference. This year's three-day meeting will be held at the Registry Resort in Scottsdale, AZ. The program will follow last year's successful format, and will be held over an extended three-day weekend, March 20-March 23.

The goal of these conferences is to gather young executives from around the country to share mutual concerns about the industry and to learn successful approaches to managing both business and personal lives. Spouses are encouraged to attend and participate in all meetings.

This year's formal program will be conducted in three morning sessions. Friday and Saturday mornings will be chaired by D. Bruce Merrifield, president of the Merrifield Consulting Group. His two-part presentation will cover over 60 guidelines in five areas which will help participants become "fast-growth" managers. "Strategy and Marketing Guidelines," is the title of Friday's program. Saturday's program is titled "Management Personnel and Operational Guidelines." Sunday morning's program will be a panel discussion regarding the future trends in paper distribution. The Forum will have two representatives from manufacturing companies to lead a discussion focused primarily on computerization and "on-line suppliers" and "on-line customers." It is hoped that the discussion will be beneficial to those who must consider this issue in the future.

A representative from Dean Witter Reynolds, Jack Saunders, senior vice president, will conduct an optional Saturday afternoon session on "How to Reduce Taxes and Build Wealth."

In addition to the formal parts of this year's conference, there will be ample opportunity for informal sharing and learning. Most of last year's participants felt that meeting their peers in a relaxed environment was the best part of the conference. The networking and friendships that result will be a great benefit for young executives throughout their careers.

The entire YEF Steering Committee encourages young executives to attend this year's conference.

by Steve Ohrman
vice president and general manager
Supplyways, Inc., a West Coast Paper Company.

D. BRUCE MERRIFIELD'S 1985 NPTA CONVENTION PRESENTATION

Implementing Successful Paper Marketing Programs

A Video Tape Program with Accompanying Handout Materials

Please send me ____ copy(ies) of ***Implementing Successful Paper Marketing Programs*** at:

☐ $65 NPTA Member
☐ $80 Industry Suppliers
☐ $40 Additional Copies

Name __________
Title __________
Company __________
Street Address __________
City __________
State _____ Zip _____
Phone __________

☐ Payment Enclosed
(No Shipping Charge)
☐ Bill My Company
($2.00 Shipping Charge will be added per tape)

For International Mailing add $4.00 per tape.
All funds must be in US dollars.

Education & Training Department,
National Paper Trade Assoc., Inc.
111 Great Neck Road
Great Neck, New York 11021

New Quarterly Business Report Ready

By early April 1986, NPTA members will receive the 1st Quarter 1986 survey forms for the Association's new member report—the Quarterly Business Conditions Report (QBCR for short). Originally, introduction of the report was planned for 1985, but substantial modifications, testing, and computer software changes and improvements were necessary to insure valid, accurate data.

The survey form was simplified, modifications were made by the Management Information Committee of NPTA and the most efficient reporting methods were identified. Also, dual merchant participants were accommodated via the inclusion of several "total company" ratios in the report. These are needed because many firms cannot separate information such as accounts receivable, operating expenses, and net profits into printing/industrial paper parts of their businesses.

The QBCR will be a simple, easily-digested report that tracks 10 key financial measures relevant to a paper merchant (see Table 1). It will not replace the PAR Report, but simply address the demand for more timely information. The QBCR also differs from the Paper Merchant Sales Report in that it will provide data concerning profitability, inventory turnover and average order sizes.

A unique aspect of the QBCR is that *only participants in the survey will receive the report*. Other key features of the program are:

- Information submitted remains totally confidential. Each firm receives an identification code and company names never appear on completed forms.
- To avoid possible confusion, the QBCR reporting form will be different in format and color from the current "pink" Paper Merchant Sales Report form.
- The report will be produced in-house by NPTA.
- Classification of data will be by nine geographic regions, by printing, industrial and dual merchant. The participant's data is compared to his NPTA region and a U.S. average. The firm is also ranked against the total sample.

The key to the program's viability lies in the number of firms participating. The larger this number, the better and more

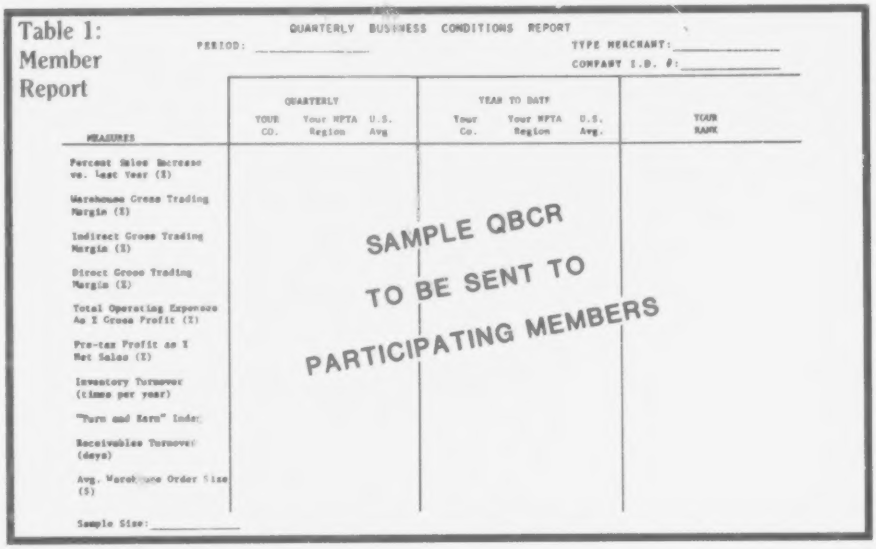


Table 1: Member Report

QUARTERLY BUSINESS CONDITIONS REPORT

PERIOD: ______________

TYPE MERCHANT: ______________

COMPANY I.D. #: ______________

MEASURES	QUARTERLY YOUR CO.	 Your NPTA Region	 U.S. Avg	YEAR TO DATE Your Co.	 Your NPTA Region	 U.S. Avg.	YOUR RANK
Percent Sales Increase vs. Last Year (%)							
Warehouse Gross Trading Margin (%)							
Indirect Gross Trading Margin (%)							
Direct Gross Trading Margin (%)							
Total Operating Expenses As % Gross Profit (%)							
Pre-tax Profit as % Net Sales (%)							
Inventory Turnover (times per year)							
"Turn and Earn" Index							
Receivables Turnover (days)							
Avg. Warehouse Order Size ($)							

Sample Size: ______________

SAMPLE QBCR
TO BE SENT TO
PARTICIPATING MEMBERS

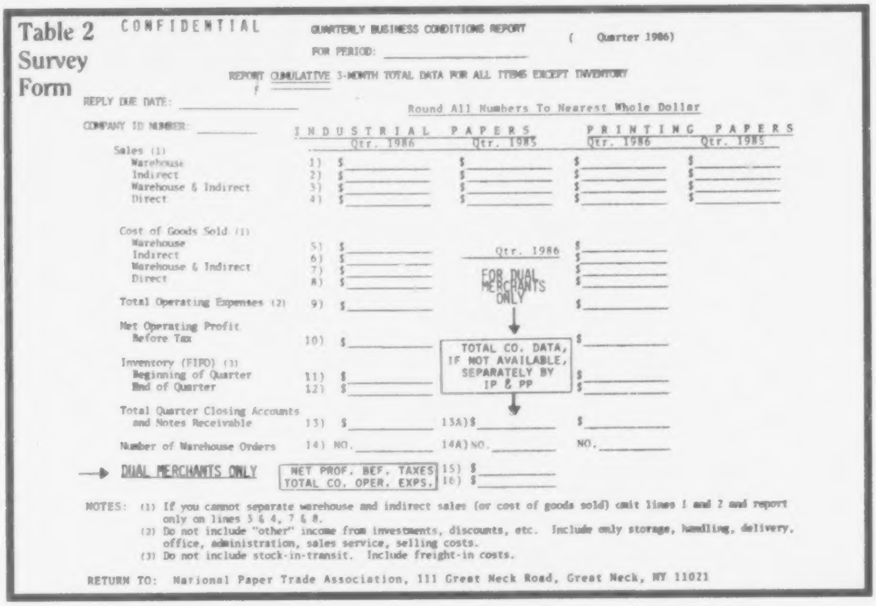


Table 2 Survey Form

CONFIDENTIAL

QUARTERLY BUSINESS CONDITIONS REPORT

(Quarter 1986)

FOR PERIOD: ______________

REPORT CUMULATIVE 3-MONTH TOTAL DATA FOR ALL ITEMS EXCEPT INVENTORY

REPLY DUE DATE: ______________

Round All Numbers To Nearest Whole Dollar

COMPANY ID NUMBER: ______________

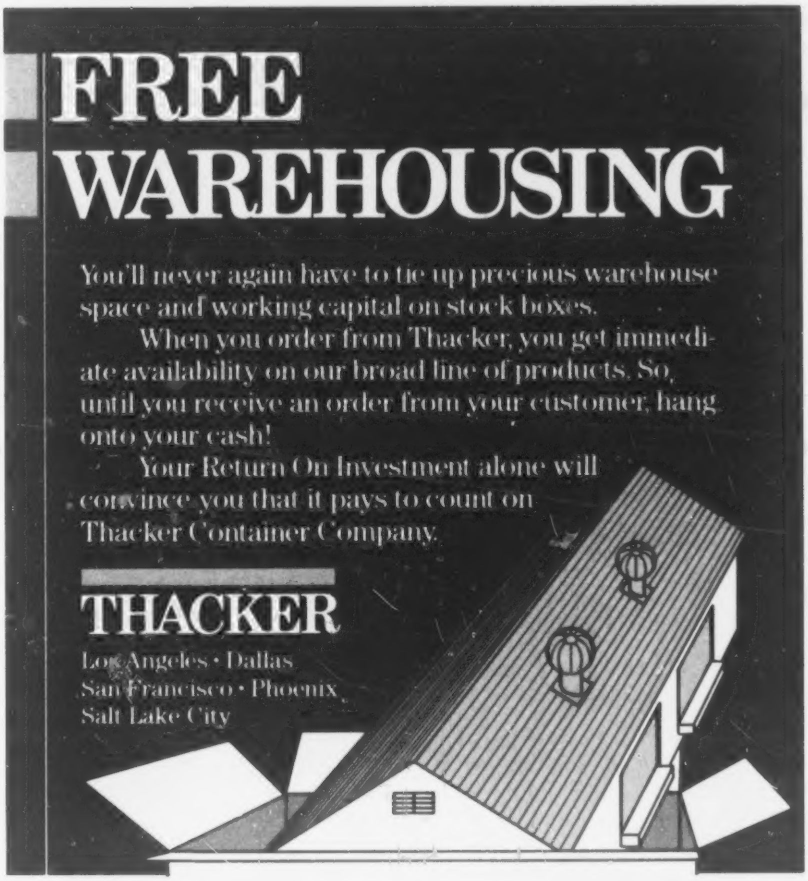
		INDUSTRIAL PAPERS Qtr. 1986	 Qtr. 1985	PRINTING PAPERS Qtr. 1986	 Qtr. 1985
Sales (1)					
Warehouse	1)	$ ______	$ ______	$ ______	$ ______
Indirect	2)	$ ______	$ ______	$ ______	$ ______
Warehouse & Indirect	3)	$ ______	$ ______	$ ______	$ ______
Direct	4)	$ ______	$ ______	$ ______	$ ______
Cost of Goods Sold (1)			Qtr. 1986		
Warehouse	5)	$ ______		$ ______	
Indirect	6)	$ ______	FOR DUAL MERCHANTS ONLY	$ ______	
Warehouse & Indirect	7)	$ ______		$ ______	
Direct	8)	$ ______		$ ______	
Total Operating Expenses (2)	9)	$ ______	↓	$ ______	
Net Operating Profit Before Tax	10)	$ ______	TOTAL CO. DATA, IF NOT AVAILABLE, SEPARATELY BY IP & PP	$ ______	
Inventory (FIFO) (3)					
Beginning of Quarter	11)	$ ______		$ ______	
End of Quarter	12)	$ ______	↓	$ ______	
Total Quarter Closing Accounts and Notes Receivable	13)	$ ______	13A) $ ______	$ ______	
Number of Warehouse Orders	14)	NO. ______	14A) NO. ______	NO. ______	
→ DUAL MERCHANTS ONLY	NET PROF. BEF. TAXES		15) $ ______		
	TOTAL CO. OPER. EXPS.		16) $ ______		

NOTES: (1) If you cannot separate warehouse and indirect sales (or cost of goods sold) omit lines 1 and 2 and report only on lines 3 & 4, 7 & 8.
(2) Do not include "other" income from investments, discounts, etc. Include only storage, handling, delivery, office, administration, sales service, selling costs.
(3) Do not include stock-in-transit. Include freight-in costs.

RETURN TO: National Paper Trade Association, 111 Great Neck Road, Great Neck, NY 11021 representative the statistics become. If a firm participates in PAR once a year, it should also be in the QBCR program, since QBCR ratios correspond exactly to selected PAR ratios. Now merchants can track gross margins, inventory turnover, operating expense control, etc.—*throughout the year* instead of waiting for the annual PAR report. The QBCR's value lies in revealing interim performance, thereby increasing a company's responsiveness.

Take advantage of this new, member service by completing the one-page QBCR survey form when it arrives in the mail. Remember, the completed form must be sent to NPTA to receive a report.

For more information on this new NPTA service or other statistical/research programs, call the research director at: 516-829-3070; or write to the Research Department at NPTA headquarters.



FREE WAREHOUSING

You'll never again have to tie up precious warehouse space and working capital on stock boxes.

When you order from Thacker, you get immediate availability on our broad line of products. So, until you receive an order from your customer, hang onto your cash!

Your Return On Investment alone will convince you that it pays to count on Thacker Container Company.

THACKER

Los Angeles • Dallas
San Francisco • Phoenix
Salt Lake City

ACTIVITY

NEW INFORMATION TO BE REPORTED EACH MONTH

Beginning with this issue of *Management News*, the "Paper Merchant Sales Report" statistics will not be published—only the long-term graphed trends (see the next page)—will appear. The sales report will be mailed separately, on a more timely basis, to all NPTA paper merchant member company headquarters' presidents plus branch managers.

This new approach frees up one page each month for other types of information. Consequently, from now on, the "Activities" page will contain a variety of different kinds of information of interest to paper merchants and their suppliers, much of which is taken from the U.S. Department of Commerce, the Bureau of Labor Statistics, the Census Bureau, etc.

This month, recent movements in producer price indexes for industrial paper grades have been tracked, using the most up-to-date information available (see table).

INDUSTRIAL & PERSONAL SERVICE PAPER PRODUCER PRICE INDEX TRENDS BY SELECT COMMODITY GRADES

(Index Base 1967 = 100 Unless Otherwise Noted)	End of Year:	End of Month: 1985		
	1984	Sept.	Oct.	Nov.
TYPE PAPER				
Total Industrial Paper (Converted Paper & Paperboard Products)	289.3	286.2	286.5	285.4
—Sanitary Tissue Health Products(1)	104.7	106.2	106.7	106.1
—Grocers' & Variety Bags (Paper)(2)	134.1	131.2	137.8	137.5
—Specialty Bags & Liners(2)	99.0	98.7	98.1	98.4
—Gummed Sealing Tape	277.8	276.4	277.1	275.8
—Envelopes(3)	—	99.8	99.0	99.0
—Rolls for Adding Machines & Other Business Machines	307.4	278.6	278.6	278.6
—Pressure Sensitive Products(4)	106.6	106.3	107.1	107.4

(1) 6/83 = 100 (2) 12/83 = 100 (3) 12/84 = 100 (4) 12/82 = 100

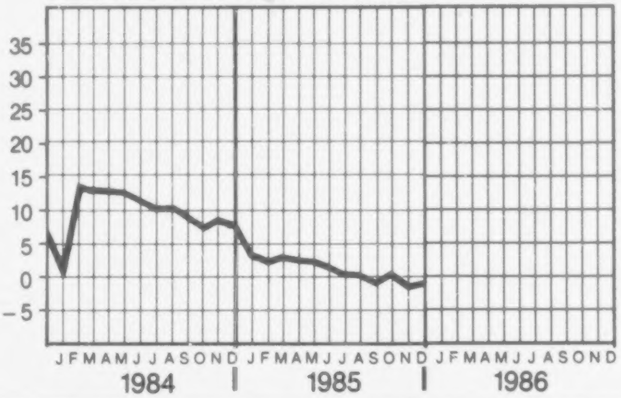
Source: U.S. Dept. of Labor, Bureau of Labor Statistics, Producer Price Indexes.

SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

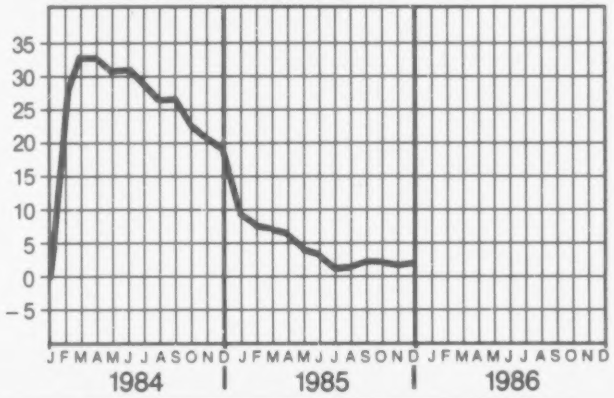
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



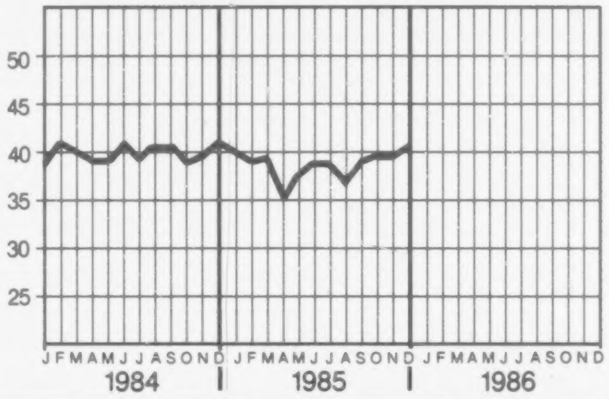
PRINTING PAPER SALES NATIONALLY



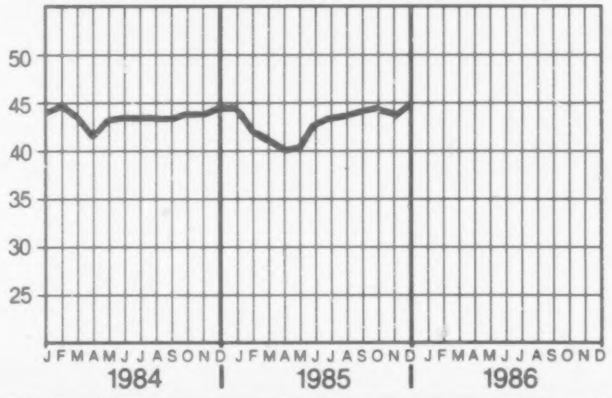
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



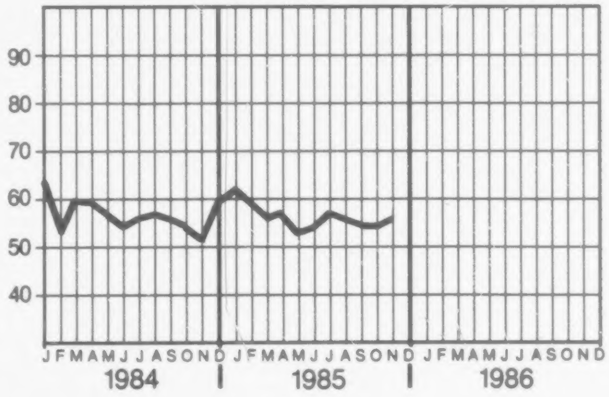
PRINTING PAPER RECEIVABLES NATIONALLY



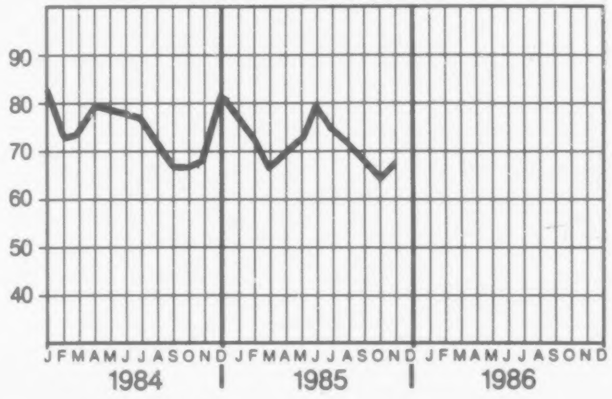
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



PHONE SUCCESS

Every sales rep knows that the telephone is a poor substitute for face-to-face communication. Research has shown that the spoken word carries only 40% of our available means of communication and so that much less effective. There are some obvious challenges for the phone sales person.

Because of the "incomplete" nature of the communication, telephone sales people must make their information extremely clear. Here are some tips those using the phone should follow:

- *Avoid incomplete presentations.*
- *Avoid being too technical. Remember, the person on the other end doesn't have diagrams to follow.*
- *Ambignity can come back to haunt you.*
- *Listen carefully—you'll need the information the other party is giving to make the sale.*
- *Never assume that the customer knows* any *of the details of the product or service you sell.*
- *To be certain, restate any arrangements agreed to.*

CHANGE OF ADDRESS

Do not miss one issue of NPTA *Management News* magazine. Please notify us *prior* to your relocation so that we may change our records.

Forward changes to:
Circulation Manager
NPTA Management News
111 Great Neck Road
Great Neck, NY 11021

Change date:
☐ *immediately*
☐ *future* ____________ *date*

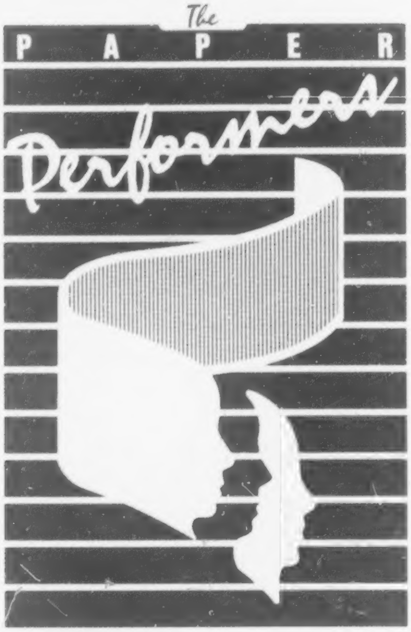
Use the mailing label from the cover of this issue of *MN:*

Place Label Here

New address:

Name ____________ Title ____________
Company ____________
Street Address ____________
City ____________ State ____________ Zip ____________
Signature ____________ Date ____________

NATIONAL PAPER TRADE ASSOCIATION, INC.



The 1986 Annual Convention

AND PAPER/PLASTICS AND ALLIED PRODUCTS

Exposition

September 13-16, 1986
Sheraton-Boston Hotel, Boston, Massachusetts

Paper distributors from every state in the Union and 16 foreign countries will meet in Boston for the major event of the year: NPTA's Annual Convention and Paper/Plastics and Allied Products Exposition.

Plan on being there for important workshops and seminars, a chance to meet the leaders of the industry, share ideas, and learn what's new on the market for paper distributors.

Expo '86 will feature paper, plastic and related products including health care disposables, retail and industrial packaging, food service items, sanitary supplies and equipment, non-wovens, foils, tapes, wraps and other specialties. Computer hardware and software designed specifically for paper distributors will also be displayed.

Don't miss NPTA's Convention and Expo '86—The Show, The Meetings, the Special Events...all waiting for you in Boston!

Exposition Management:
Scherago Associates, Inc.
1515 Broadway
New York, New York 10036
(212) 730-1050

Sponsoring Organization:
National Paper Trade Association, inc.
111 Great Neck Road
Great Neck, New York 11021
(516) 829-3070

NPTA®

A Worldwide Organization of Paper Distributors

Industrial Paper Sales Compensation

National Paper Trade Assn., inc.
111 Great Neck Road
Great Neck, NY 11021

Please send me _____ copy(s) of **INDUSTRIAL PAPER SALES COMPENSATION** at $40.00 each plus $2.00 shipping and handling per copy.

☐ Check enclosed
☐ Bill my company

For International Mailing: $40.00 plus $4.00 shipping—please enclose check (all funds in U.S. dollars drawn on a U.S. bank)

Name ____________________

Title ____________________

Company ____________________

Street Address ____________________

City ____________________

State __________ Zip __________

CHAIRMAN'S CORNER

Who's Not in Who's Who?

This issue of *Management News* is yet another significant step forward for our magazine and our Association. *Who's Who in Paper Distribution,* the roster of our membership, now comes to you in this timely and convenient form. Publishing it in this issue is in unison with the beginning of NPTA's fiscal year. How many times in the coming months will you find this concise reference helpful? How might it be further improved to be even more helpful to you? Let Bill Frohlich, our editor, know. He is responsive to our needs. *Management News* has truly developed into the leading management magazine in our industry. It is read by our members and by many other people of influence in our industry.

You may have had manufacturers representatives comment to you about something they have read in *MN.* Members of the Manufacturers Representatives of America all now subscribe to *MN* as a direct benefit provided by their own association. We welcome their support and participation. We also welcome the support of the many printing and industrial paper manufacturers in our industry that subscribe to *MN* and benefit from its content.

To all of you who have seen our magazine grow and our association continue to improve, I have a question and a request. The question is, who do you know that could be listed in *Who's Who* and is not? Small distributor, large distributor, retail packaging specialist, food service specialist, printing paper specialist or otherwise described paper merchant distributor?

And my request is, can you help us invite them to join our association? Not for your benefit or our benefit but for *their* benefit. Can you put the membership application enclosed in this magazine to work? Would you like more? If you can respond to my question and my request, I would welcome a letter from you. Write me or write Richard Lerman at NPTA headquarters. Let's reach out and share a good thing.

R W Abrams

Richard W. Abrams
NPTA Chairman

EVENTS

MARCH

9–12. *Paper Week. Waldorf Astoria, New York, NY. Contact API.*

20–23. *Second Annual NPTA YEF Mid-Year Executive Conference, The Registry Resort, Scottsdale, AZ. Contact NPTA.*

APRIL

7–11. *Printech Week. Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

28–May 2. *NPTA Committee Week. Four Seasons Olympic Hotel, Seattle, WA. Contact NPTA.*

MAY

5–9. *Paper Distribution Management Development Program. Miami University, Oxford, OH. Contact NPTA.*

20. *Managing Customer and Product Line Profitability—A Key To Survival and Growth in the 80s. Minneapolis, MN. Contact NPTA.*

APPLICATION FOR MEMBERSHIP

NATIONAL PAPER TRADE ASSOCIATION, inc.

111 Great Neck Road, Great Neck, N.Y. 11021
(516) 829-3070

(Please Type)

Name of Firm ______________________________

Street ______________ Telephone (AREA CODE) ______________

City ______________ State ______________ Zip Code ______________

Proprietorship ☐ Partnership ☐ Corporation ☐

Business established: ______________ YEAR Approximate size of warehouse: ______________ SQ FT

Type of House: Printing ☐ Industrial ☐ Dual ☐

Percentage of Annual Volume: Printing Papers ___% Industrial ___%

Branches with warehouses: *(If your firm has more than two warehouse locations, please attach a listing of all warehouse sites.):*

1. ______________ MANAGER ______________ ADDRESS

______________ TELEPHONE (INCLUDE AREA CODE)

______________ CITY ______________ STATE ______________ ZIP CODE ______________ WAREHOUSE SIZE sq. ft.

2. ______________ MANAGER ______________ ADDRESS

______________ TELEPHONE (INCLUDE AREA CODE)

______________ CITY ______________ STATE ______________ ZIP CODE ______________ WAREHOUSE SIZE sq. ft.

Executives:

President ______________________________

Vice President ______________________________

Vice President ______________________________

Sales Manager ______________________________

Treasurer ______________________________

Other ______________________________

Employees:

	NUMBER
Executives (includes owners, partners, full time officers)	
Inside Salesmen	
Outside Salesmen	
Office	
Warehouse and Delivery	
Other	
TOTAL	

Annual Sales Volume — Latest Prior Year:

Printing Papers	$
Industrial Papers	$
Other	$
TOTAL	$

(over)

Lines:

List names of mills and converters whose lines applicant normally sells:

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Reference:

Applicants for membership must have a reference member of NPTA. If you do not have a reference, please contact NPTA so one can be obtained.

Name of Reference:

Company:

City, State:

Membership Fees:

Annual dues (fiscal year March 1 - February 28)

Optional Information:

Please approximate your annual sales volume in the following categories
(either in dollars or as a percent of sales):

Industrial packaging

Retail packaging

Food Service

Sanitary supplies and equipment

Health care disposables

Printing Papers

Other (SPECIFY)

Signature of individual filing application:

Title

Date

A. By-laws Requirements — Article III

Section 1. The membership of the Association shall be composed of merchant distributors of paper, paper products and/or packaging materials as defined in Section 2 of this Article.

Section 2. A merchant distributor is defined as follows: A person, firm or corporation in the paper distributing trade maintaining a representative warehouse stock of paper and related items customarily carried by paper merchants, and engaged in whole or in substantial part in the distribution of the lines of paper, paper products and/or packaging materials usually distributed by said trade for a period of at least one year.

Section 3. Application for membership bearing the reference of at least one member of the Association shall be made to the Director of Membership in writing, and shall be subject to approval by the Executive Committee, whose action shall be final.

B. Procedure for Membership Application

1. The applicant must fully complete this membership application form, which must be signed by an authorized representative of the applicant.
2. The name of a reference member of the Association must be placed in the space provided on the application form before the application will be considered complete. If you do not have a reference, the Association will help you obtain one.
3. The completed application should be mailed to the National Paper Trade Association, Inc., 111 Great Neck Road, Great Neck, N.Y. 11021.
4. Upon receipt of an application fulfilling the foregoing requirements, pertinent information included on the Official Application Form will be submitted to the Executive Committee of the Association, which will determine acceptability of the application.
5. The applicant will be notified promptly of the receipt of the application by the Association, and subsequently of acceptability.

C. Initial Dues

1. Notice of approval of a membership application by the Executive Committee will be accompanied by an invoice for the initial dues period.
2. The dues invoice must be paid within 10 days after receipt by applicant, and until such payment, admission to membership will not be considered to be complete.

D. Annual Dues

Annual dues as assessed by the Board of Directors are billed at the beginning of each fiscal year of the Association, and are payable in advance for such year.

NPTA LEADERS SERVING THE INDUSTRY

Richard W. Abrams

Francis J. Houlihan

Frederick J. Stabbert

James B. Brame, Jr.

Frank J. Viegas

John J. Buckley, Jr.

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Fleetwood Paper Company
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Zellerbach Paper Company
San Ramon, CA
Second Vice Chairman—Printing
James B. Brame, Jr.
Brame Specialty Company
Durham, NC
Treasurer
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The Dowd Company
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Ronald N. Carter
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Houston, TX
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Hammermill Distribution Group
Erie, PA

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Printing Paper Division
Frederick J. Stabbert
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Bookkeeper
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Vice President Communications
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and Membership Services
Bruce H. Linden
Director of Education and Training
Carole B. Morgenthal
Administrative Assistant
Joann Simberlund
Production Manager
F. Berneice Underwood
Executive Assistant
Michael B. Weir
NPTA Legal Counsel

A

"A" Sales, Inc. (D)
1955 Dallas Trade Mart
DALLAS, TX 75207
214 748-2193
C.M. (SONNY) SANDERFORD, Vice President

AAA Papers
(see Marvin Envelope and Paper Company)

AA Supplies Inc. (I)
656 Atkins Avenue
BROOKLYN, NY 11208
718 257-8400
AARON H. WEISS

A & M Tape & Packaging Inc. (I†)
1391 N.W. 65th Avenue
PLANTATION, FL 33313
305 792-2870
PAUL MENDELSOHN, President and Vice President
PHYLLIS MENDELSOHN, Treasurer

Abana Products, Inc. (I†)
2500 N. Pulaski Road
CHICAGO, IL 60639
312 227-1300
ABBIE C. PUSHECK, President
JAMES E. DOPP, Executive Vice President
WARING S. JENKINS, Vice President Sales

BRANCH:

ROCKFORD, IL 61101 (I†)
815 962-6646
121 Loomis Street
JACK E. PARKINSON, Vice President/Branch Manager

Acme Pacific Paper Co., Inc. (I†)
20 South Idaho
SEATTLE, WA 98134
206 623-7050
DENNIS M. REILLY, President
NANCY CORSON REILLY, Vice President
DANIEL TIERMAN, Sales Manager

Acme Paper & Supply Co., Inc. (I†)
8229 Sandy Court
SAVAGE, MD 20763
301 792-2333
EDWARD ATTMAN, President
RONALD ATTMAN, Executive Vice President
DAVID ATTMAN, Vice President
STEVEN ATTMAN, Vice President
MILDRED ATTMAN, Secretary, Treasurer
JAMES HARE, Director of Marketing
RON SLESS, Manager Food Service Accounts

Acorn Paper & Restaurant Supply Co. Inc.
3300 Sutherland Avenue
INDIANAPOLIS, IN 46218
317 924-6345
AL WACHTER, President
JAY BERGIDA, Vice President

Ada Paper Co.
(see Fort Smith Paper Co.)

Adams, C.A. & Son, Inc.
(see Caskie Paper Company, Inc.)

Adelco Supply Co. Inc.
(see Balpex Inc.)

Advance Paper & Chemical Company
(see Carter Rice)

Advance Paper Company (†)
1504 E. 34th Street
P.O. Box 72637
CHATTANOOGA, TN 37407
615 622-5126
R. BRYSON LESLEY, President

Advance Paper Company, Inc. (I†)
444 Port Street
P.O. Box 52976
NEW ORLEANS, LA 70152
504 943-5591
JOHN T. BAUER, President
ROBERT C. MOREL, Executive Vice President
BESS L. GRECO, Secretary, Treasurer
JOSEPH V. DI ROSA, Vice President
JERRY RADOSTI, Vice President of Sales
LENNY RAYMOND, General Sales Manager
ALICIA SOTO, Purchasing Agent
RAY KENNEY, Purchasing Agent

Affiliated Paper Companies, Inc. (I)
1101 Greensboro Avenue Ste. 202
TUSCALOOSA, AL 35401
205 345-4180
ROBERT E. KEITH, President, C.O.O.
E.G. WILLIAMS, Chairman of the Board
JACK L. MATHEWS, Vice President Sales/Marketing
MELVIN A. CRISWELL, Vice President, C.F.O. Secretary/Treasurer
ROBERT E. LYNN, Vice President Vendor Relations and Group Operations
WILLIAM E. RICHESON, National Marketing Service Manager

BRANCHES:

Anniston Paper & Supply Company (I)
ANNISTON, ALABAMA 36201
205 236-5621
19 West Ninth Street
P.O. Box 1058
STEVE KEITH, Manager

Charleston Paper Company (I)
CHARLESTON, SC 29407
803 556-2350
232 Albemarle Road
P.O. Box 30099
DENNIS G. KITTELSON, Manager

Florida Paper Company (I)
JACKSONVILLE, FL 32205
904 783-0040
5636 West Fifth Street
P.O. Box 37090
PETER A. BOURAS, Manager

Gadsden Paper & Supply Co. (I)
GADSDEN, AL 35902
205 492-5632
2318 E. Broad Street
P.O. Box 427
ROBERT B. HUNTER, JR., Manager

Charlotte Paper Company (I)
CHARLOTTE, NC 28216
704 392-8306
4135-A Chesapeake Drive
P.O. Box 16464
MICHAEL F. HAMRICK, Manager

Columbia Paper Company (I)
COLUMBIA, SC 29201
803 799-8860
715 Rosewood Drive
P.O. Box 951
MICHAEL F. HAMRICK, Manager

Lind Paper Company (I)
DALLAS, TX 75247
214 638-3350
2399 West Commerce Street
Lone Star Park (Zip: 75212)
P.O. Box 47787
W. CHARLES SHELBY, Manager

Lind Paper Company (I)
FORT WORTH, TX 76101
817 831-0091
3801 Austin Lane
P.O. Box 285
BOB SEALE, Manager

Lind Paper Company (I)
WACO, TX 76703
817 752-9223
824 South Third Street
P.O. Box 462
BOB SEALE, Manager

Redstone Paper Company (I)
HUNTSVILLE, AL 35805
205 837-6740
1002 Putman Drive, N.W.
P.O. Box 5127
J.B. SMITH, Manager

Warrior Paper & Supply Company
TUSCALOOSA, AL 35403
205 553-3488
Clements & Buttermilk Roads
Cottondale, Alabama 35453
P.O. Drawer 1130
DON STRICKLAND, Manager

McMURRAY, PA 15317 (I)
412 391-7496
P.O. Box 931
GEORGE F. PONCHE, Eastern Division Sales Manager

GUILFORD, CT 06437 (I)
203 453-1085
669 Boston Post Road, Office B
VERNON J. MOYER, Regional Sales Manager

SCHAUMBURG, IL 60195 (I)
312 882-4530
# 1 Woodfield Lake, Suite 102
JOHN P. SEMPRINI, Regional Sales Manager

LAFAYETTE, CA 94549 (I)
415 283-7513
3470 Mt. Diablo Blvd., Suite A150
GEORGE VAN FOSSEN, Western Division Sales Manager

DALLAS, TX 75234 (I)
214 243-0987
2925 LBJ Freeway, Suite 180
RICHARD V. VARELA, Regional Sales Manager

JACKSONVILLE, FL 32210 (I)
904 384-5618
Suite 1, 4163 Oxford Avenue
Oxford Professional Building
P.O. Box 110, Ortega Station
FORD WILLIAMS, Regional Sales Manager

Aguerrerere Y Cia, S.A.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Alaska Paper Co., Inc.
(see West Coast Paper Company)

Alcor Envelope Company, The
(see Alling and Cory)

Aldine Paper Company — New York
(see Gould Paper Corporation)

Alfred Quaife & Co. Ltd.
Ennerdale House
273 Abbeydale Road
WEMBLEY, MIDDLESEX HA0 1PZ
Tel. 01-998-7725

Allan & Gray Corp. (P)
111 Eighth Avenue
NEW YORK, NY 10011
211 741-5522
ELWYN LIEBERMAN, President
EDWARD J. SCHMIDT, Vice President
LOREN LIEBERMAN, Vice President

A

LINDA LIEBERMAN, Vice President/Administration
KAREN HERRING, Vice President, Purchasing

Allard, Eugene Ltee.
(see Balpex Inc.)

Allchin Paper Co. (D†)
61 School St.
P.O. Box 27
VICTOR, NEW YORK 14564
716 924-7144
JUSTIN F. ALLCHIN, President
JEFFREY M. ALLCHIN, Sales Manager
JOHN L. ALLCHIN, Purchasing

Alliance Paper and Packaging Co. Inc.
(see Bunzl Corporation)

Allied Paper Co., Inc.
(see West Coast Paper Company)

Allied Paper Products Company (I†)
983 New Durham Road
EDISON, NJ 08817
201 287-1334
LEONARD M. GRINDLINGER, Chairman
LEWIS H. GRINDLINGER, President
JOHN GRINDLINGER, Secreteray-Treasurer
HARVEY KESSLER, Vice President

Alling and Cory (D†)
P.O. Box 540
ROCHESTER, NY 14602
716 454-1880
RICHARD M. HARRIS, JR., Chairman of the Board & Chief Executive Officer
J. L. NEVILL SMYTHE, President & Chief Administrative Officer
ALLAN THOMAS, Vice President/Secretary
PAUL C. CARNEY, Vice President, Industrial Papers & Packaging
BARRY YAGNESAK, Vice President, Corporate Purchasing Manager
WILLIAM C. POWELL, Treasurer
S. THOMAS HUBBARD, JR., Assistant Vice President

DIVISIONS AND BRANCHES:

ALBANY, NY 12206 (D†)
518 489-4416
45 Industrial Park Road
P.O. Box 6320
West Albany Industrial Park
ERIC A. WEBER, Vice President & General Manager

ALLENTOWN, PA 18001 (D†)
215 395-4200
Iron Run Industrial Park
P.O Box 2624
RANDOLPH W. HOFFMAN, Vice President & General Manager

BUFFALO, NY 14205 (D†)
716 852-7200
P.O. Box 982
STANLEY S. ELLSON, Vice President & General Manager

CLEVELAND, OH 44111 (D†)
216 251-3600
12555 Berea Road
ROBERT J. LYONS, Vice President & General Manager

ERIE, PA 16505 (D†)
814 838-3535
P.O. Box 8039
DENNIS N. DEL PRINCE, General Manager

FAIRMONT, WV 26554 (D†)
304 363-6500
Sixth and Beltline
PHILIP L. ANDRICK, General Manager

HARRISBURG, PA 17105 (D†)
717 761-6064
P.O. Box 3037
LEONARD F. SHEAFFER, Vice President & General Manager

HOUSTON, TX 77060 (†)
713 847-5115
Industrial Packaging Systems
16740 Hedgecroft, # 400
ERIK C. WOODS, Sales Manager

LONG ISLAND CITY, NY 11101 (P†)
212 784-6200
30-35 Thomson Avenue
PHILIP W. SEEFRIED, Vice President & General Manager

Industrial Packaging Systems (I)
BRIDGEPORT, CT 06610
203 336-9005
1100 Boston Avenue Industrial Park
W. CRAIG MEREDITH, Sales Manager

PHILADELPHIA, PA 19132 (P†)
215 223-7700
1300 W. LEHIGH AVENUE
JOHN P. MADDOCK, Vice President & General Manager

Industrial Packaging Systems — Technical Papers (I†)
PHILADELPHIA, PA
215 639-9900
State Road and American Drive,
Bensalem, PA 19020
MICHAEL L. TEDOR, Vice President & General Manager

PITTSBURGH, PA 15233 (D†)
412 734-2000
2920 New Beaver Avenue
ROBERT E. BLACK, Vice President & General Manager

ROCHESTER, NY 14602 (D†)
716 454-1880
P.O. Box 540
GILMAN PERKINS, Vice President & General Manager

SCRANTON, PA (D†)
717 342-0213
Rocky Glen Road
R.D. 2 Box 601A
Avoca, PA 18641
ERIC A. WEBER, Vice President & General Manager

SYRACUSE, NY 13221 (D†)
315 432-1200
P.O. Box 4887
ERIC A. WEBER, Vice President & General Manager

TOLEDO, OH
419 891-0711
1345 Tomahawk Drive
Maumee, Ohio 43537
ROBERT J. LYONS, Vice President & General Manager

UTICA, NY 13503 (D†)
315 736-0111
P.O. Box 60
ERIC A. WEBER, Vice President & General Manager
DONALD P. JOHNSON, Operations Manager

WHEELING, WV (D†)
614 676-8643
P.O. Box 158
Bellaire, OH 43906
EDGAR M. SHALLCROSS, JR., Manager

SUBSIDIARIES:

Alcor Envelope Company, The (†)
HAMBURG, NY 14075
716 648-5850
P.O. Box 588
CHARLES J. GERBER, JR., President

Alpine Paper Company (P†)
5112 28th Avenue
P.O. Box 5087
ROCKFORD, IL 61125
815 229-3050
GEORGE FAMIGHETTE, President & Treasurer
MARIJANE FAMIGHETTI, Secretary
DAVID ADAMS, Executive Vice President
RONALD GRAHF, Operation Manager

Ambrose Inc. (D)
700 E. Maple Road # 303
BIRMINGHAM, MI 48011
313 644-4500
FRANK J. AMBROSE, President
CHARLES V. FISCHER, Sales Manager
TIMOTHY M. BAIER, Vice President-Operations
MARILYN S. KELLER, Treasurer

American Fine Paper (P)
P.O. Box 2638
APPLETON, WI 54913
414 733-5100
DAVID S. GRAYSON, President
BETH STURK, Officer Manager

American Paper Co. (P)
649 E. Mandoline
MADISON HEIGHTS, MI 48071
313 585-9400
DAVID H. HAUSER, President & Treasurer
BERNARD K. IRWIN, Executive Vice President & Secretary
ROBERT A. WHEELER, General Manager

American Paper Corp. (P)
Escorial Street # 18
GPO 3304
SAN JUAN, PUERTO RICO 00936
809 782-8614
SERAFIN E. INCLAN, President, Treasurer
JULIAN S. INCLAN, Executive Vice President
JORGE L. INCLAN, Vice President-Sales

American Paper & Twine Company (I)
P.O. Box 90348
7149 Centennial Blvd.
NASHVILLE, TN 37209
615 383-1101
RUDY SAPERSTEIN, Chairman
ROBERT S. DOOCHIN, President

Anchor Paper Company (D†)
480 Broadway
P.O. Box 3648
SAINT PAUL, MN 55165
612 298-1311
HAMEL F. (HAM) HARTINGER, Chief Executive Officer
PAUL KULENKAMP, President
CHUCK OLSON, Vice President, Sales
DONALD A. NOWAK, Vice President
DEAN HISERRODT, Vice President, Finance

Andrews/Nelson/Whitehead (P†)
31-10 48th Avenue
LONG ISLAND CITY, NY 11101
212 937-7100
JOHN J. DORTON, General Manager
JAMES K. CHAPMAN, General Sales Manager
VERA G. FREEMAN, Manager, Art Paper Department
MICHAEL COSTA, Operations Manager

Andrews Paper House of York, Inc. (P†)
351 East Street
P.O. Box 1227
YORK, PA 17405
717 846-8816
JAMES R. STRAYER, President & Treasurer
PATRICIA K. STRAYER, Vice President
ELMER M. MORRIS, Secretary
KEVIN M. GABLE, Sales Manager

Anniston Paper & Supply Company
(see Affiliated Paper Companies)

Antietam Paper Company, Inc. (D†)
106 Oakmont Drive
HAGERSTOWN, MD 21740
301 739-0600

B

HUGH H. SCHINDEL, President-Treasurer
RAYETTA J. SCHINDEL, Vice President-Secretary
DONALD BLACKSTOCK, Purchasing Agent
MICHAEL K. SCHINDEL, Sales Manager

Apache Paper Co. (I†)
285 E. Fillmore Avenue
ST. PAUL, MN 55107
612 227-7261
JOSEPH L. ADRIAN, President
CHUCK ROOS, Director of Marketing
JOHN TANCABEL, Director of Corporate Development

Aquatex Paper Corp.
(see Robert Paper Co., Inc.)

Arjomari (D†)
66/68 rue du Dessous des Berges
75013 PARIS, FRANCE
PHILLIPPE BEYLIER, General Manger
ARMAND ZARET, Business Development Manager

Arkansas Bag & Equipment Co.
(see Bancroft Paper Company)

Arrow Paper Corporation (I†)
29 Harding Street
SOMERVILLE, MA 02143
617 876-6950
ACHILLES C. PENNA, Treasurer & Chief Executive Officer
ROBERT C. PENNA, President
RICHARD C. PENNA, Vice President & Clerk
SAMUEL M. ROBERTO, Vice President

Arrow Paper & Supply Co., Inc. (I†)
237 Otrobando Avenue
P.O. Box 103
YANTIC, CT 06839
203 886-5141
DONALD DAREN, President
STEVEN DAREN, Vice President
SELMA DAREN, Secretary & Executive Vice President
STEVEN TEDISKY, Vice President of Food Division
GEORGE LEON, Sales Manager

Arvey Paper & Supplies (D)
3351 W. Addison
CHICAGO, IL 60618
312 463-6423
DAVE GRUENEWALD, Vice President, General Manager
DENNIS EWASIUK, Vice President, Operations Manager
JOE REGENSTEIN, III, Vice President, Marketing
WILLIAM O'GRADY, Controller

A. Ashkar Sales Co., Inc. (I)
P.O. Box 433
10 Crowley Avenue
NORTH ADAMS, MA 01247
413 663-5301
AYOOB B. ASHKAR, President
DAVID C. ASHKAR, Vice President
CAREN A. ASHKAR, General Manager

Associated Paper & Supply, Inc. (I†)
7173 Covington Highway
LITHONIA, GA 30058
404 482-7485
JIM D. KENT, Chairman of the Board
MICHAEL E. WILLIAMS, President
TOM GAILMARD, Vice President of Finance & Purchasing
RONNIE KENT, Vice President of Marketing
RONNIE MAXWELL, Vice President-Manufacturing
ALAN KENT, Vice President-Party Division

BRANCH:

TAMPA, FL 33624 (I†)
813 961-6659
4122 Gunn Highway
MICHAEL T. DEADY, General Manager
SUZANNE T. DEADY, Office Manager

Athens Paper Company (D†)
1898 Elm Tree Drive
P.O. Box 100835
NASHVILLE, TN 37210
615 889-7900
M. H. CHAMBERLAIN, JR., Chairman of the Board
W. DONALD JENKINS, JR., President
T. M. KELLY, Executive Vice President & Director of Sales
JIM BLEVINS, President, Publishing Division
GILBERT DOUGLAS JR., Sales Manager, Fine Papers
JOSEPH J. DURKIN, Sales Manager, Industrial Papers

BRANCHES:

CHATTANOOGA, TN 37421 (D†)
615 894-9668
5908 Quintus Loop
JAMES E. PORTER, Manager

LEXINGTON, KY 40505 (D†)
606 231-8800
2061 Buck Lane
KEITH GRIZZ, Manager

LOUISVILLE, KY 40214 (D†)
502 361-3835
7855 National Turnpike
Louisville Industrial Center
JAMES F. SHAFFERMAN, Manager
BARRY W. LUGAR, Sales Manager

HUNTSVILLE, AL 35758 (D†)
205 772-8500
9312 Highway 20 West
KEN BOLLING, Manager

Atlantic Container Division
(see Virginia Packaging Supply Company)

Atlantic Paper Company (P†)
430 Feheley Drive
KING OF PRUSSIA, PA 19406
215 277-7200
THOMAS J. (JAY) HARE, III, Chief Executive Officer
GEORGE A. SHORB, President
JANANNA L. ANDERSON, Secretary
JAMES W. BUSH, Sales
KENNETH R. GOETZE, Vice President, Sales
RONALD WENTZ, Sales
FRANCES COADY, Customer Service
MARY MARCH, Customer Service

Atlantic Papers (I)
54 West Dane Street
BEVERLY, MA 01915
617 922-1296
LUCIA A. CLEMENZI, Owner-President
JOHN A. CLEMENZI, Vice President & General Manager
PETER J. CLEMENZI, Assistant Vice President & Sales Manager

Atlas Paper Company (I†)
220 Garfield Avenue
WOBURN, MA 01801
617 729-8750
P.O. Box 2186
Woburn, MA 01888
DAVID E. COHEN, President & Treasurer
ANDREW S. FINKEL, Vice President, Marketing
MICHAEL FINN, Clerk, Vice President
DAVID WASSERMAN

Augusta Paper Company
(see Bancroft Paper Company, Inc.)

Aussedat Rey (P)
1 rue du Petit Clamart
Velizy Villacoublay Cedex
FRANCE 78141
STANISLAS GASIOROWSKI, Vice President

DIVISION:

Papeteries De France (P)
8 - 24 rue du Cheval Blanc - B.P. 198
93 501 Pantin Cedex
BERNARD LANG, Managing Director
SERGE ROUSSEL, Marketing Director

SUBSIDIARIES:

Codadip (P)
115 Avenue du President Wilson
93 210 La Plaine Saint Denis
JEAN BRION, Managing Director
PIERRE QUILLARD, Sales Manager

Papeteries J. Rezard (P)
21-23 boulevard de la Muette
95 141 Garges les Gonesse
JACQUES REZARD, Managing Director
PIERRE LAMBERT, Sales Manager

Aussedat Rey, Inc. (D)
1200 Ashwood Parkway
Suite 350
ATLANTA, GA 30338
CHRISTIAN LE CONTE DE POLY, President

Azerty
(see Inter City Papers Limited)

[redacted]

Baker Paper Company, Inc. (I†)
618 First Street SE
Box 429
CEDAR RAPIDS, IA 52406
319 366-2781
WILFRED E. (ZIP) ZIPPERER, President-Treasurer
LILLIAN K. ZIPPERER, Vice President-Secretary
DAVID W. ZIPPERER, Vice President
JAMES R. (RICK) BYRNE, Purchasing Agent

Baldwin Paper Co., Inc.
(see Paper Corporation of America)

Balpex Inc. (I†)
2065 Dundas Street East # 203
MISSISSAUGA, ONTARIO L4X 1M2
416 625-6750
ROB NAPPER, Past President
RICK SCOTT, President
WES COSMAN, Vice President
BILL NELSON, Treasurer
ANDRE PLOUFFE, General Manager

DIVISIONS:

Adelco Supply Co. Inc. (I†)
SCARBOROUGH, ONTARIO M1H 2V5
1-416-438-8233
1840 Ellesmere Rd.
WAYNE McMAHON

Eugene Allard Ltee (I†)
JONQUIÉRE, QUEBEC G7X 7W8
1-418-547-6654
2244 Rue Chapais
CHARLES ALLARD

L. Boucher Inc. (I†)
CHARLESBOURG, QUEBEC G1H 1L6
1-418-626-4038
237-71e Rue Est
PIERRE BOUCHER

Emballage Boudreault Ltee. (I†)
HULL, QUEBEC J8Y 3S3
1-819-777-1603
45 Adrien Robert
CLAUDE BOUDREAULT

Henri Bourgeois Inc. (I†)
TROIS RIVIERES, QUEBEC G9A 5K2
1-819-378-2757
2135 Bellefeuille C.P. 1001
LOUIS ST-YVES

Canway Paper Products Ltd. (I†)
KINGSTON, ONTARIO K7L 4X6
1-613-389-9023
640 Bath Rd.
CHARLES TUNCER

Cosmos Paper Products Ltd. (I†)
TORONTO, ONTARIO M6B 1P5
1-416-787-0261
90 Wingold Avenue
JOHN COLARIETI

Crawford Packaging Materials Ltd. (I†)
LONDON, ONTARIO N6A 4G9
1-519-433-0125
P.O. Box 2511 Terminal "A"
CLARENCE COVEY

Eastern Paper Division of EPC Industries Ltd. (I†)
SAINT JOHN, NEW BRUNSWICK E2L 4J3
1-506-657-5900
P.O. Box 1320
WES COSMAN

Bruce Edmeades Sales Ltd. (I†)
SOUTH KITCHENER, ONTARIO N2M 3P3
1-519-745-6888
367 Ottawa St.
BRUCE EDMEADES JR.

G.T. French Paper Ltd. (I†)
HAMILTON, ONTARIO L8N 3C8
1-416-527-1650
107 MacNab St. N.
BILL MARTIN

Groupex Distribution Inc. (I†)
MONTREAL, QUEBEC H1E 1K7
1-514-326-4800
7330 Ave. Rene Descartes
Rivieres Des Prairies
LUCIEN CHARLESBOIS

Kaumeyer Paper Ltd. (I†)
NIAGARA FALLS, ONTARIO L2E 6V3
1-416-295-4361
Cummington Sq.
P.O. Box 480
JOHN BOSELA

L & E Paper Ltd. (I†)
BARRIE, ONTARIO L4N 3V7
1-705-728-806C
63 Morrow Road
RON E. LYNCH

Les Papeteries J.B. Rolland Ltee (I†)
VILLE MONT ROYAL, QUEBEC H4P 2J6
1-514-735-5661
8160 Royden Avenue
JACQUES ST-PIERRE

Merrill Enterprises (I†)
WINNIPEG, MANITOBA R3B 0V3
1-204-943-9000
740 The Grain Exchange Building
ROBERT NAPPER

Morgan Paper Co. Ltd. (I†)
TORONTO, ONTARIO M8Z 2R5
1-416-233-1165
209 Norseman St.
BILL O'BRIEN

Ernest Ouellet (1979) Inc. (I†)
MONT-JOLI, QUEBEC G5H 3K9
1-418-775-3557
136 Ave Doucet, C.P. 126
GASTON GAGNON

Rap-Id Paper and Restaurant Supply Ltd. (I†)
EDMONTON, ALBERTA T5G 2Y3
1-403-455-3166
11415-120 Street
BRIAN COLLINS
ANDY VANDERLEST

Rene Robitaille Inc. (I†)
BOUCHERVILLE, QUEBEC J4B 1V6
1-514-6[illegible]5-5650
100 Boul Marie Victorin
LEO R. ROBITAILLE

J & C Scott Brothers Ltd. (I†)
TORONTO, ONTARIO M1R 2T4
1-416-292-2421
42 Continental Place
RICK SCOTT

Smith Paper Limited (I†)
BURNABY, B.C. V3N 1Z2
1-604-525-9644
7168 - 14th Avenue
PAT MULHERN

Snelling Paper Ltd. (I†)
OTTAWA, ONTARIO K1B 3M5
1-613-745-7184
1410 Triole St.
DOUGLAS GRAHAM

Trimor Products Ltd. (I†)
WINNIPEG, MAN R3B 0L3
1-204-942-4201
146 Alexander Avenue
DONALD BUNNEY

Vaughan Paper Products Ltd. (I†)
NORTH BAY, ONTARIO P1B 2X3
1-705-474-2290
1410 Main St. W.
CHARLES VAUGHAN JR.

Baltimore-Warner Paper Co. (see Carter Rice)

Bancroft Paper Company, Inc. (I†)

1301 Bancroft Circle
P.O. Box 4783
MONROE, LA 71211
318 387-4305
GARDINER YOUNG, Chairman of the Board
F. SPEED BANCROFT, President
HARRELL LARY, Vice President/Director of Operations, ARK/LA/MISS Region
ROBERT McLAUGHLIN, Director of Operations, Texas
INA M. BATES, Secretary

BRANCHES:

MONROE, LA 71201 (I)
318 387-6590
2509 Gordon Avenue
P.O. Box 2925

SHREVEPORT, LA 71108 (I)
318 865-7132
6101 Courtesy Lane
P.O. Box 8609

ALEXANDRIA, LA 71301 (I)
318 442-0138
3707 Industrial Street
P.O. Box 5606

BATON ROUGE, LA 70895 (I)
504 926-0110
2130 Wooddale Boulevard
P.O. Box 15807

NATCHEZ, MS 39120 (I)
601 442-1407
Brenham and Aldridge Avenues
P.O. Box 1463

JACKSON, MS 39209 (I)
601 948-1000
4275 Industrial Drive
P.O. Box 10666

LAFAYETTE, LA 70501 (I)
318 232-0271
2606 Cameron Street
P.O. Box 3087

LAUREL, MS 39440 (I)
601 426-3234
Hwy. 84E (Victory Road)
P.O. Box 1857

TYLER, TX 75711 (I)
214 561-4828
4334 D.C. Dr.
P.O. Box 7472

BRANCHES — BANCROFT PAPER COMPANY OF TEXAS, INC.

AUSTIN, TX 78762 (D)
512 478-2567
2201 East Sixth Street
P.O. Box 6080

CORPUS CHRISTI, TX 78403 (D)
512 882-5695
2621 Lipan Street
P.O. Box 4185

HARLINGEN, TX 78550 (D)
512 423-4180
1410 West Jackson
P.O. Box 551

LUBBOCK, TX 79408 (D)
806 747-2877
2024 Avenue C
P.O. Drawer 71

MIDLAND, TX 79703 (D)
915 563-0032
2060 Market St.
Midland Industrial Park

SAN ANTONIO, TX 78218 (D)
512 826-7550
4514 Tejasco

WACO, TX 76710 (I)
817 754-0005
3115 Mary Street
Warehouse # 2

Bancroft Paper Company of Beaumont, Inc. (I)
NEDERLAND, TX 77627
713 727-2759
Twin City Highway North
P.O. Box 1328

Bancroft Paper Company of Fort Smith, Inc. (I)
FORT SMITH, AR 72901
501 783-5101
No. 70 South Sixth Street
P.O. Box 631

Bancroft Paper Co. of Greenwood (I)
GREENWOOD, MS 38930
601 455-4240
314 West Henry St.
P.O. Box 461

AFFILIATES:

Arkansas Bag & Equipment Co. (†)
LITTLE ROCK, AR 72209
501 568-0200
8001 Assembly Court
P.O. Box 9218

Augusta Paper Company (D)
AUGUSTA, GA 30903
404 724-0148
1239 D'Antignac
P.O. Box 816

Morris-Bancroft Paper Company
BRUNSWICK, GA 31520
912 265-3436
408 Community Road
P.O. Box 1598
PAUL DOUGLAS, President
REGINALD E. GRINER, Vice President
MICHAEL MORRIS, Director of Purchasing/Marketing

Barbecon Inc. (P)

Corporate Office
416 488-3434
Suite 1900
2300 Yonge Street
TORONTO, ONTARIO M4P 1E4
J.G. WESTAWAY, President

Barbecon Inc., National Retail Division (P†)

188 Eglinton Ave. East
Suite 303
TORONTO, ONTARIO
416 486-8334
M4P 2X7, CANADA
R.W. ABBOTT, General Manager

BRANCHES:

The Paper Shoppe (P†)
TORONTO, ONTARIO
416 593-7999
M5V 1E3, CANADA
482 Wellington Street West

The Paper Shoppe (P†)
MARKHAM, ONTARIO
416 474-0922
L3R 1B6, CANADA
256 Denison Street

The Paper Shoppe (P†)
MISSISSAUGA, ONTARIO
416 624-6665
L4W 2P5, CANADA
1515 Matheson Boulevard, Unit B-13

The Paper Shoppe (P†)
HAMILTON, ONTARIO
416 560-2090

B

L8H 7P4, CANADA
351 Nash Road North

The Paper Shoppe (P†)
LONDON, ONTARIO
519 685-3910
N5Z 3M7, CANADA
931 Leathorne Street

The Paper Shoppe (P†)
SCARBOROUGH, ONTARIO
416 292-1222
M1S 3S3, CANADA
50 Shorting Road

The Paper Shoppe (P†)
DOWNSVIEW, ONTARIO
M3J 2C9, CANADA
1101 Finch Ave. W.
Unit 19

The Paper Shoppe (P†)
VANCOUVER, B.C.
V5Y 1G4, CANADA
122 West 4th Avenue

The Paper Shoppe (P†)
CALGARY, ALBERTA
T2R 0B3, CANADA
735 10th Ave. S.W.

Le Marche de L'Imprimeur (P†)
MONTREAL, P.Q.
514 381-7622
H4N 2S7, CANADA
1625, rue Chabanel Ouest

Le Marche de L'Imprimeur (P†)
MONTREAL, QUEBEC
514 935-0671
H4C 2Z6, CANADA
1001, Lenoir

Le Marche de l'Imprimeur (P†)
MONTREAL-NORD, QUEBEC
514 324-8015
H1H 5A5, CANADA
9985, Avenue Lauzanne

Barber-Ellis, Division of Barbecon Inc. Western Division (P)

Suite 204, 10451 Shellbridge Way
RICHMOND, BRITISH COLUMBIA
604 273-7541
V6X 2W8, CANADA
D. R. BALL, Senior Vice President Western Division

BRANCHES:

WINNIPEG, MANITOBA (P†)
204 885-6648
R3J 3V7, CANADA
11 Saulteaux Crescent
GUY FRIGON, General Manager

REGINA, SASKATCHEWAN (P†)
306 545-7655
S4N 5V7, CANADA
210 Leonard Street
R. C. WEED, General Manager

CALGARY, ALBERTA
403 250-7850
T2E 6Z2, CANADA
2916-21st Street, N.E.
K. KILLE, General Manager

EDMONTON, ALBERTA (P†)
403 451-4764
T5M 1W7, CANADA
11450-149th Street
G. BALL, General Manager

VANCOUVER, BRITISH COLUMBIA (P†)
604 253-5231
V6A 3P5, CANADA
1125 Vernon Drive
F. T. HIGGINS, Vice President & General Manager

SASKATOON, SASKATCHEWAN (P†)
306 936-8899
S7K 3R8, CANADA
P.O. Box 1664, 838-56th Street East
R. FRIESEN, General Sales Manager

Barber-Ellis Fine Papers (P)

188 Eglinton Ave. East
Suite 305
TORONTO, ONTARIO
416 488-7501
M4P 2X7, CANADA
W. S. BROWN, Senior Vice-President Eastern Merchant Division

BRANCHES:

Barber-Ellis Fine Papers (P†)
TORONTO, ONTARIO
416 421-8270
M4H 1A6, CANADA
20 Overlea Blvd.
K. LANG, Vice-President and General Manager

DARTMOUTH, NOVA SCOTIA (P†)
902 463-0770
B3B 1N9, CANADA
110 Simmonds Drive
B.H. SQUIRE, General Manager

Fine Papers London (P†)
LONDON, ONTARIO
519 453-5870
N5V 3B9, CANADA
P.O. Box 6424, Station D
1669 Oxford St. East
A. D. CURRAN, Vice-President and General Manager

Fine Papers London (P†)
HAMILTON, ONTARIO
519 549-4184
L8H 7K6, CANADA
1840 Burlington Street East, P.O. Box 3154, Station C
DON WILLIAMS, Branch Manager

Fine Papers London (P†)
WINDSOR, ONTARIO
519 253-4628
N9A 6K1, CANADA
1085 Crawford Avenue, P.O. Box 161
R. PITT, Branch Manager

Paperterie Barber-Ellis
ST. LAURENT, QUEBEC
514 341-4730
H4T 1P7, CANADA
345 Montee de Liesse
A. CHOQUETTE, General Manager

Barkwell Paper Company, Ltd. (P†)

59 Bannister Road
WINNIPEG, MANITOBA
204 633-3705
R2R 0P2, CANADA
E.J. BARKWELL, General Manager
J.M. BARKWELL, Sales Manager

Baron-Batz Paper Company (I†)

1490 Clove Road
STATEN ISLAND, NY 10301
212 727-1230
STANLEY KREBS, Owner

Baumann Paper Company, Inc. (I†)

Baumann Road
P.O. Box 13022
LEXINGTON, KY 40512
606 252-8891
FRED W. BAUMANN, JR., President & Chairman of the Board
SHIIRLEY WALLING, Office Manager
RALPH C. RAMBICURE, Vice President-Sales
CHARLES E. (CHARLIE) GRAY, Vice President
JIM WISNER, Purchasing
MITCHELL BAUMANN, Data Processing
ERNEST R. BEGLEY, Inside Sales & Credit Manager
KEN HOLLAND, Warehouse & Traffic Foreman

Beacon Paper Company

(see Western Paper Co.)

Beavers Papers, Inc. (P)

P.O. Box 47967
621 W. Mockingbird Lane
DALLAS, TX 75247
214 630-2711
DANNY M. BEAVERS, President
GARY CLELAND, Secretary/Treasurer
CLIFF McCLELLAND, Merchandising Manager

DIVISION:

Beavers Papers, Inc., Houston (P)
HOUSTON, TX 77022
713 699-4600
6847 Fulton
DENIS BEAVERS, President

Beck Packaging Corporation (I†)

P.O. Box 2645
1885 Weaversville Road (18103)
ALLENTOWN, PA 18001
215 264-0551
IRWIN Y. BECK, President
JAMES BECK, Vice President
THOMAS FRISCH, Sales Manager
ROBERT MARSHALL, General Manager

Bedford

(see Quaife, Alfred & Co., Ltd.)

Bellerive Paper Company (I)

5826 South Broadway
ST. LOUIS, MI 63111
314 752-5300
HARRY W. TRETTER, JR.

Bennett Paper Company (I†)

450 Butler Street
PITTSBURGH, PA 15223
412 781-2201
IRVING BENNETT, President
JACK BENNETT, Chairman of the Board
PAUL F. BENNETT, Executive Vice President
EDW. C. SCHANO, Vice President
FRANCES CORNELIUS, MRS., Secretary

Bentley Paper Corp. (P†)

34 West Avenue
WAYNE, PA 19087
215 687-9570
THOMAS G.M. BENTLEY, President
BROOKE WEIDNER, Vice President
EDWINA L. DEEMER, Treasurer & Secretary

Berk Paper & Supply

2671 Youngstown Road S.E.
WARREN, OH 44484
216 369-1192
ROBERT A. BERK, President & Treasurer
SUZANNE J. BERK, Vice President & Secretary
PATRICK BARBATO, Sales Manager

H.T. Berry Company, Inc. (D)

50 North Street
CANTON, MA 02021
617 828-6000
HENRY T. BERRY, President
DANIEL F. BABINE, Vice President
HENRY T. BERRY, Sales Manager
MARY E. NASH, Treasurer

Binghamton Paper Co.

(see Paper Corporation of America)

Bloch Brothers Paper Co., Inc. (P†)

111 West 19th Street
NEW YORK, NY 10011
212 675-1800
GERALD C. BLOCH, President
NEDRA S. BLOCH, Vice President
MILTON SOLOMON, Secretary
SUSAN B. BLOCH, Controller

Bond/Queen City (I†)

511-519 Baldwin Street
P.O. Box 627
ELMIRA, NY 14902
607 733-6606
NORMAN RUBIN, President
HAL RUBIN, Vice President

B

DIVISIONS:

DALLAS, TX 75207 (§)
214 745-1590
2100 Stemmons Freeway
Suite 1612 Dallas Trade Mart

ELMIRA, NY 14902 (§)
607 734-2117
511-519 Baldwin Street
P.O. Box 627

Borch papir (D†)
Kornmarksvej 15-19
DK-2605 Broendby
DENMARK
02 45 33 11
SOEREN HANSEN, Director of Economic Affairs
IB ANDERSEN, Executive General Manager
MOGENS ANDERSEN, Assistant Director

BRANCHES:

Winther Papir (D†)
DENMARK
02 26 11 33
Edw. Rahrsvej 75
DK-8220 Brabrand
ELMER WUTTKE, Branch Manager

Borchas (D†)
DENMARK
01 69 43 33
Columbusvej 5
DK-2860 Soeborg
HANS STRANDFORT, Branch Manager

Bosworth Papers, Inc. (P†)
6550 Long Point Road
P.O. Box 2528
HOUSTON, TX 77252
713 227-5363
THOMAS R. JORDAN, President
ANDREW F. SNIVELY, Executive Vice President
CALVIN FRANK, Secretary-Treasurer
DON FLORIDA, Sales Manager

DIVISIONS:

Paper Chase-South (P†)
HOUSTON, TEXAS 77074
6209 S.W. Freeway

Paper Chase-North (P†)
HOUSTON, TEXAS 77060
1503 W. Hardy

Paper Chase-Central (P†)
HOUSTON, TEXAS 77055
6500 Long Point Road

L. Boucher Inc.
(see Balpex Inc.)

Boudreault, Emballage Ltee.
(see Balpex Inc.)

H.M. Bouer Paper Co. (P†)
3900 N. Sherburn Place
P.O. Box 11949
MILWAUKEE, WI 53211
414 964-4660
AL GOSS, Vice President, General Manager
GUILBERT L. DOMBROWSKI, Operations Manager

Bourgeois, Henri Inc.
(see Balpex Inc.)

Brame Specialty Company, Inc. (D†)
949 Washington Street
P.O. Box 271
DURHAM, NC 27702
919 683-1331
JAMES B. (J.B.) BRAME, Chairman of the Board
JAMES B. (JIM) BRAME, JR., President
ROBERT M. (BOB) BRAME, Vice President and Treasurer
RANDAL A. (RANDY) BRAME, Vice President

BRANCHES:

ROCKY MOUNT, NC 27801 (†)
919 442-3154
821 Planters St.
P.O. Box 1378

WILMINGTON, NC 28402 (†)
919 343-0111
157 Castle Hayne Rd.
P.O. Drawer 2146

CHARLOTTE, NC 28206 (†)
704 372-2777
222 E 28th Street

Bret Packaging Company (§†)
1000 Great Plain Avenue
NEEDHAM, MA 02192
617 444-2139
RICHARD L. ELWELL, President, S.M.
ANDREW J. BRETSCHNEIDER, Vice President, Treasurer

Brewer-Chilcote Paper Co.
(see Cincinnati Cordage and Paper Company)

Brigham, C. T., Co. (I†)
1561 East Street
PITTSFIELD, MA 01201
413 445-5646
DAVID W. NORTHWOOD, President-Treasurer
LANCE A. NORTHWOOD, Vice President-Sales Manager
LORRAINE A. SCHULZE, Clerk

Broward Paper & Packaging, Inc. (I†)
1201 N. E. 45th Street
FORT LAUDERDALE, FL 33334
305 776-6272
JOSEPH J. NOVICK, President
TERRI T. NOVICK, Treasurer
LISA MILLHAUSER, ESQ., Secretary
KAREN NOVICK, Vice President
GARY LAMBERTON, Northern Sales Manager
JOHN CIANFLONE, Southern Sales Manager
CECILIA PACCOTTI, Purchasing Manager
CHERYL M. DeLOACH, Office Manager
KAREN SYNKOWICZ, Advertising Manager
WILLIAM J. WILLIAMS, Customer Service Manager
SUSAN SCHER, Accounting Supervisor
ALBERT ROLON, Computer Supervisor
DERRICK McHUGH, Warehouse Supervisor, AM
JAMES MOORE, Warehouse Supervisor, PM
MAVIS ANDERSON, Executive Secretary

W. E. Buehler Paper Company
(see Bunzl Corporation)

Buffalo Paper & Twine Co. Inc.
(see Chudy Paper Co., Inc.)

Bulkley Dunton
(see Carter Rice)

Buntin Gillies (P†)
560 Ferguson St., N.
HAMILTON, ONTARIO
416 522-1331
L8N 3E2, CANADA
W. J. HARDY, General Manager
D. R. JUDGES, Assistant General Manager

Buntin Reid Paper Div. of Domtar Inc. (P†)
1330 Courtney Park Drive
MISSISSAUGA, ONTARIO
416 678-1351
L5T 1K5, CANADA
D. EARL MOORHEAD, General Manager

BRANCHES:

LONDON, ONTARIO (P†)
519 686-7551
N6E 1Z7, CANADA
160 Newbold Court
C. L. BOWEN, Branch Manager

OTTAWA, ONTARIO (P†)
613 731-8410
K1B 4S4, CANADA
2730 Lancaster Road
K. S. LEACH, Branch Manager

Bunzl Corporation (I)
Short Hills Plaza
636 Morris Turnpike
SHORT HILLS, NJ 07078
201 467-4133
B.P. FORD, President
R.G. McGOUGH, Vice President Finance

SUBSIDIARIES:

Alliance Paper and Packaging Co. Inc. (I†)
BRENTWOOD, NY 11717
516 273-4600
110 Emjay Boulevard
H. ROSS, General Manager
D. STEIN, Sales Manager

W. E. Buehler Paper Company (I†)
CINCINNATI, OH 45242
513 891-9010
4699 Malsbury Road
J. VON DEYLEN, President
J. NEATER, Sales Manager

Capital Consolidated Inc. (I†)
INDIANAPOLIS, IN 46226
317 898-2320
3333 North Franklin Road
A. RAPHAEL, President
L. LURIE, Chairman
A. CHAPLIK, Executive Vice President
T. PICHA, Senior Vice President
K. KARSH, Vice President & Branch Manager
G. COOGAN, Sales Manager
R. NETZORG, Vice President

BRANCHES:

LOUISVILLE, KY 40213 (I†)
502 361-7133
911 Grade Avenue
Suite 311
Louisville Airpark
J. CUSICK, Branch Manager

EVANSVILLE, IN 47711 (I†)
812 424-5531
2200 North New York Avenue
R. BOGAN, Branch Manager

COLUMBUS, OH 43228 (I†)
614 272-8613
4221 Westward Avenue
G. ACKERMAN, Vice President & Branch Manager

ALSIP, IL 60658 (I†)
312 389-2200
5009 West 122nd Street
H. BLATT, Sales Manager

Consolidated Packaging, Inc. (I†)
OKLAHOMA CITY, OK 73108
405 942-8700
4243 Will Rogers Parkway
J. REVEAL, Vice President/General Manager

B

BRANCHES:

DENVER, CO 80239 (I†)
303 373-0773
13105 East 38th
Number 71
T. FRANK, General Manager

Bunzl U.S.A. FLorida, Inc. (I†)
NORTH MIAMI BEACH, FL 33162
305 652-4120
220 N.E. 187th Street
J. FIDUCCIA, General Manager

E. Greene and Company (I†)
MASPETH, NY 11378
212 366-5555
57-00 49th Street
M. DAVIS, General Manager

Jersey Paper Company (I†)
NEW BRUNSWICK, NJ 08903
201 821-7000
P.O. Box 229
J. TABAK, President
H. KAPLAN, Executive Vice President
A. GORDON, General Manager
J. BEATTY, Sales Manager

The Label Company, Inc. (I†)
ST. LOUIS, MO 63132
314 427-2360
10718 Trenton Avenue
T. BOYLAN, General Manager

Liberty Paper & Bag Company Inc. (I†)
AUBURN HEIGHTS, MI 48057
313 334-5900
111 Corporate Drive
J. KAHN, President
E. HORWITZ, Vice President

Mac-Pak, Inc. (I†)
PADUCAH, KY 42001
502 442-6371
P.O. Box 946
Route # 7
Moody Road
M. GREENO, Executive Vice President
C. BARNETT, General Manager

BRANCHES:

NEW ORLEANS, LA 70123 (I†)
504 733-3400
5600 Jefferson Highway
Suite 226
R. SNELLINGS, General Manager

Packaging Consultants, Inc. (I†)
HAZELWOOD, MO 63043
314 731-2700
130 Byassee Drive
P. LORENZINI, President
J. CARLSON, Vice President
B. HOSENFELT, Vice President
P. SCOTTI, Vice President
S. ROSEN, Vice President-Finance

BRANCHES:

ALSIP, IL 60658 (I†)
312 389-2200
5009 West 122nd Street
J. KNOTT, Branch Manager

Packaging Materials, Inc. (I†)
MINNEAPOLIS, MN 55441
612 473-0660
14430 21st Avenue North
T. SEELER, General Manager

Packaging Supply Company, Inc. (I†)
ATLANTA, GA 30336
404 346-7700
6057 Boat Rock Boulevard S.W.
M. BRYAN, Vice President/Manager
J. FISCHER, Vice President/Manager

Palm Beach Paper Company Inc. (I†)
RIVIERA BEACH, FL 33404
305 842-8495
2001-A Australian Avenue
A.F. SHORE, President
D. COSTER, General Manager

Pritty Pak (I†)
Division of Capital Consolidated Inc.
INDIANAPOLIS, IN 46226
317 898-2320
3333 North Franklin Road
N. COHAN, President
T. COYLE, Sales Manager

BRANCHES:

ROSEMONT, IL 60018 (I†)
312 992-1210
9742 West Foster Avenue
H. PLATT, Sales Manager

Western Packaging, Inc. (I†)
HOUSTON, TX 77041
713 460-9200
9282 Bay Thorne Drive
R. WEIDENHEFT, Vice President/General Manager
J. TANKERSLEY, Vice President/Manager

Bunzl USA Florida Inc. Dutch Country/American Paper

(see Bunzl Corporation)

Burke Supply Company, Inc. (I†)

880 Meeker Avenue
BROOKLYN, NY 11222
718 384-1535
WILFRED GREEN, President
NORMAN BERKOWITZ, Vice President, Sales
PHILIP BERKOWITZ, Treasurer
HERBERT BERKOWITZ, Secretary
DENNIS MARTIN, Sales Manager

Burlington Paper Company (I†)

216 So. 3rd Street
BURLINGTON, IA 52601
319 754-7534
WAYNE L. CARNEY, President

Bush Bros., Inc. (I†)

64 Chester Street
P.O. Box 336
CHAMPAIGN, IL 61820
217 352-5139
WILLIAM H. BUSH, President
J.M. BUSH, Vice President
HENRY C. BUSH, Secretary-Treasurer

Butler-Dearden Paper Service, Inc. (D†)

25 Park Avenue
WORCESTER, MA 01605
617 753-6331
DOUGLAS P. BUTLER, President
GEORGE S. BUTLER, Treasurer
AUSTIN L. BRAINERD, Vice President

Butler Paper Company (Denver) (D)

Headquarters
23 Inverness Way East (80112)
P.O. Box 3359
ENGLEWOOD, CO 80155
303 790-8343
U. BEHM, Manager, Treasury Services
J. D. BENTHEIMER, Vice President, Administration
A. M. BROECKER, Controller, Distribution
R. D. BENTZ, Manager, Data Processing
J. J. BURGESS, Vice President, Planning
C. J. DUBOIS, Manager, Communications
G. J. EVANS, Marketing Manager, Industrial Papers
G. P. GRANT, Manager of Warehousing
G. B. EVANS, Manager, Employee Relations
R. W. KUNDE, Vice President, Western Region
H. J. LEAMONS, Controller, Distribution
A. E. LANG, Vice President, Eastern Region
J. A. PERRY, Vice President, Central Region
K. C. SIEFKEN, Controller
J. M. SLATTERY, Director, Industrial Relations
R. J. STAFF, Controller, Distribution
R. P. WALES, Vice President, Marketing
F. G. WALKER, President
D. B. WESSLING, Marketing Manager, Fine Papers

DIVISIONS:

Butler Paper Company (D†)
AUSTIN, TX 78764
512 442-6746
200-210 East St. Elmo Road (78745)
P.O. Box 3568
A. A. BINDSEIL, Vice President & General Manager

Butler Paper Company (P†)
BALTIMORE, MD 21217
301 669-1000
81 West Mosher Street
J. M. HESSION, Vice President & General Manager

Butler Paper Company (Baton Rouge) (D)
BATON ROUGE, LA 70821
504 383-9170
1000 LeBlanc Rd. (Port Allen, LA 70767)
P.O. Box 4018
B. A. SCOTT, Vice President & General Manager

Butler Paper Company (D)
CEDAR RAPIDS, IA 52404
319 366-8261
1105 55th Avenue S.W.
P.O. Box 8356
J. D. EWALT, Vice President & General Manager

Butler Paper Company (P†)
DES PLAINES, IL 60018
312 299-6615
2392 South Wolf Road
R. H. NAUTA, Vice President & General Manager

Butler Paper Company (D†)
DALLAS, TX 75380-2336
214 386-0606
14280 Gillis Road (75234)
P.O. Box 802336
J. W. WACHS, Vice President & General Manager

Butler Paper Company (D†)
DENVER, CO 80217
303 295-3261
W. 50th Ave. at Fox Street (80216)
P.O. Box 5248
D. V. FILKOSKI, Vice President & General Manager

Butler Paper Company (D†)
DES MOINES, IA 50316
515 262-9555
1900 East 17th Street
P.O. Box 3306
D. L. PETTIS, Vice President & General Manager

Butler Paper Company (Detroit) (D†)
LIVONIA, MI 48150
313 464-3400
39100 Plymouth Road
P.O. Box CN5590
R. L. KNOLL, Vice President & General Manager

Butler Paper Company (D†)
FORT WAYNE, IN 46809
219 747-0511
4125 Paper Place
P.O. Box 9249
T. O. YAGGY, Vice President & General Manager

Butler Paper Company (Harrisburg) (P†)
MECHANICSBURG, PA 17055-0259
717 697-6453
6350 Brackbill Blvd.
P.O. Box 259 (17055-0259)
T. R. JACOKES, Vice President & General Manager

Butler Paper Company (P†)
HOUSTON, TX 77252
713 869-6431
2224 Shearn (77007)
P.O. Box 2107
B. E. WOODS, Vice President & General Manager

Butler Paper Company (D†)
INDIANAPOLIS, IN 46241
317 243-3221
1911 Stout Field, East Drive
P.O. Box 41290
J. W. SCHULZ, Vice President & General Manager

Butler Paper Company (Kansas City) (D†)
LENEXA, KS 66215
913 492-5050
10960 Lakeview (66219)
P.O. Box 14688

B. E. McSPADDEN, Vice President & General Manager

Butler Paper Company (D)
LAFAYETTE, LA 70502
318 837-3802
119 Boyce Road (70508)
P.O. Box 2489
A. J. BEAUCHAMP, Vice President & General Manager

Butler Paper Company (P)
LANSING, MI 48909
517 394-5282
5522 Aurelius Road
P.O. Box 26127 (48910)
P. B. MILAZZO, Vice President & General Manager

Butler Paper Company (D)
LITTLE ROCK, AR 72203
501 376-3891
2000 E. Roosevelt (72206)
P.O. Box 1649
C. E. ANDERSON, Vice President & General Manager

Butler Paper Company (Los Angeles) (P†)
CITY OF INDUSTRY, CA 91744
818 968-0616
15450 East Salt Lake Avenue
P.O. Box 3230
P. J. CRILLY, Vice President & General Manager

Butler Paper Company (D†)
MEMPHIS, TN 38181
901 363-0363
3884 Crowfarn Drive (38118)
P.O. Box 18425
T. J. KNUDSON, Vice President & General Manager

Butler Paper Company (Milwaukee) (D†)
MENOMONEE FALLS, WI 53051
414 255-0888
N. 92 W. 14555 Anothony Avenue
P.O. Box 9003
M. R. CONLEY, Vice President & General Manager
J. L. KRUK, Vice President & Assistant General Manager

Butler Paper Company (Minneapolis) (D)
ST. PAUL, MN 55113
612 636-2650
3080 Long Lake Road
J. D. WILSON, Vice President & General Manager

The Chatfield Paper Company (D)
NORTH HAVEN, CT 06473
203 234-3200
21 Dodge Avenue
R. A. COFFEY, Vice President & General Manager

Butler Paper Company (P†)
OKLAHOMA CITY, OK 73147
405 947-3391
4220 Charter Avenue (73108)
P.O. Box 75336
C. A. THOMPSON, Vice President & General Manager

Butler Paper Company (P†)
PHOENIX, AZ 85017
602 248-8818
2841 West Clarendon Avenue
W. P. DOUGLASS, Vice President & General Manager

The Chatfield Paper Company (D)
PROVIDENCE, RI 02907
401 943-7331
111 Dupont Drive
P.O. Box 2845
R. C. MULLIGAN, Vice President & General Manager

Butler Paper Company (Reno) (P†)
SPARKS, NV 89432
702 331-7383
1241 E. Glendale Ave. (89431)
K. S. JOHNSON, Vice President & General Manager

Butler Paper Company (P†)
ST. LOUIS, MO 63132
314 991-2470
1200 Research Boulevard
P.O. Box 21563
T. M. MOHAN, Vice President & General Manager

Butler Paper Company (San Francisco) (P†)
BRISBANE, CA 94005
415 468-1100
180 West Hill Place
W. G. RYLE, Vice President & General Manager

Butler Paper Company (D)
SHREVEPORT, LA 71136
318 869-2021
222 W. 63rd Street
P.O. Box 61118
D. S. JONES, Vice President & General Manager

Butler Paper Company (P)
TUCSON, AZ 85715
602 790-7722
3135 South Dodge Blvd.
L. G. MILLER, Vice President & General Manager

Butler Paper Company (P†))
TULSA, OK 74155-1478
918 622-9166
5440 S 101st E. Avenue
P.O. Box 55478
K. D. SHERIDAN, Vice President & General Manager

Butler Paper Company (D)
TYLER, TX 75711
214 592-1685
4706 Chandler Highway (75709)
P.O. Box 7994
W. E. WHITTLE, Vice President & General Manager

Butler Paper Company (Washington, D.C.) (P†)
CHEVERLY, MD 20781
301 322-3300
2420 Schuster Drive
R. V. FOX, Vice President & General Manager

Butler Paper Company (D†)
WICHITA, KS 67201
316 942-0121
2626 May Avenue (67201)
P.O. Box 285
J. J. KOZICKI, Vice President & General Manager

BRANCHES:

Butler Paper Company (Baton Rouge) (D)
ALEXANDRIA, LA 71301
318 443-0422
3223 Baldwin
P.O. Box 5796
A. R. MICHIELS, Manager

Southern States Gift Wrap (Austin) (I)
AUSTIN, TX 78764
512 442-0046
4312 Willow Springs Road (78745)
P.O. Box 3568
R. L. STAATS, Manager

The Chatfield Paper Company (North Haven) (D)
FRAMINGHAM, MA 01701
617 879-9931
4 New York Avenue
W. J. HAHN, Manager

Compucopy (Chicago) (P)
CHICAGO, IL 60606
312 738-0950
1801 S. Lumber Street
D. L. CHAN, Manager

Butler Paper Company (Denver) (P†)
COLORADO SPRINGS, CO 80907
303 578-1701
170 Talamine Court
R. F. WALKER, Manager

Butler Paper Company (Austin) (P†)
CORPUS CHRISTI, TX 78469-4894
512 289-0873
417 Sunbelt Drive, Suite B (78408)
P.O. Box 4894
W. P. EVANS, Manager

Butler Paper Company (Indianapolis) (D†)
EVANSVILLE, IN 47701-0078
812 425-3391
17 North Governor
P.O. Box 78
J. E. EVANS, Manager

Butler Paper Company (Minneapolis) (D†)
FARGO, ND 58107
701 282-8811
1330 39th Street North (58102)
P.O. Box 1148
J. C. LIPPERT

Butler Paper Company (Little Rock) (D†)
FORT SMITH, AR 72903
501 646-4701
5400 S. 66th (72902)
P.O. Box 429
B. G. GUPTON, Manager

Butler Paper Company (Dallas) (D†)
FORT WORTH, TX 76111
817 831-3101
361 North Beach Street
D. D. MORROW, Manager

Butler Paper Company (Milwaukee) (D†)
DePERE, WI 54115
414 337-2277
3185 South Gross Street (54304)
P.O. Box 488
M. D. O'HALLORAN, Manager

Butler Paper Company (Kansas City) (D)
JOPLIN, MO 64801
417 623-3113
410 Adele Avenue
R. C. OPPENHEIM, Manager

Butler Paper Company (Tyler) (D)
LONGVIEW, TX 75606
214 753-7655
1101 W. Cotton (75604)
P.O. Box 2646
J. M. FIEGEL, Manager

Compucopy (Los Angeles) (P)
LOS ANGELES, CA 90031
213 225-1243
643 Gibbons Street
J. J. CLASS, Manager

Butler Paper Company (Tyler) (D)
LUFKIN, TX 75901
409 632-7703
308 Regal Row, Highway 94 West
P.O. Box 1847
D. R. MILLER, Manager

Butler Paper Company (Milwaukee) (D†)
MADISON, WI 53711
608 271-0441
2918 Bryant Road (53713)
P.O. Box 4009
L. L. HOFMEISTER, Manager

Butler Paper Company (Shreveport) (D)
WEST MONROE, LA 71291
318 323-8816
100 Johnnie Bayles Drive
P.O. Box 2356
R. G. SIMMONS, Manager

Butler Paper Company (Des Moines)
OMAHA, NE 68137
402 330-5095
13406 Industrial
P.O. Box 37214
S. A. CARTER, Manager

Butler Paper Company (Chicago) (D†)
PEORIA, IL 61615
309 692-5620
1116 West Bird Boulevard
T. W. MITTON, Manager

Butler Paper Company (Minneapolis) (D†)
ROCHESTER, MN 55901
507 285-1323
903 N.W. Sixth Street
B. R. RIPLEY, Manager

Butler Paper Company (Reno) (P†)
SACRAMENTO, CA 95814
916 446-6931
800 North 10th Street, Suite C
K. L. MARKELL, Manager

Lone Star Paper Company (Austin) (D†)
SAN ANTONIO, TX 78218-1047
512 828-8897
4438 Tejasco
P.O. Box 39047
W. B. SWINT, Manager

C

Butler Paper Company (San Francisco) (P†)
SANTA ROSA, CA 95401
707 576-7333
3217 Coffey Lane
D. G. VENEMAN, Manager

Butler Paper Company (Dallas) (D†)
SHERMAN, TX 75090
214 893-5571
3615 Highway 75 North
P.O. Box 1183
T. E. TYLER, Manager

Butler Paper Company (Minneapolis) (D)
SIOUX FALLS, SD 57104
605 331-3695
1401-1409 East 54th Street North
T. G. HARPER, Manager

The Chatfield Paper Company (North Haven) (D)
WEST SPRINGFIELD, MA 01089
413 733-6654
410 Union Street
P.O. Box 536
W. L. BRYANT, Manager

Butler Paper Company (Indianapolis) (D†)
TERRE HAUTE, IN 47808
812 232-7021
517 North 13th Street (47807)
P.O. Box 1078
T. E. MYERS, Manager

Butler Paper Company (Shreveport) (D)
TEXARKANA, TX 75501
214 838-7591
3717 Waco
P.O. Box 6226
E. C. DAVENPORT, Manager

Butler Paper Company (Detroit) (D†)
TOLEDO, OH 43697
419 385-5344
2925 South Avenue (43609)
P.O. Box 972
D. G. MASON, Manager

Butler Paper Company (Milwaukee) (D†)
WISCONSIN RAPIDS, WI 54494
715 424-2161
71 Love Street
P.O. Box 1298
G. M. MATHEWS, Manager

CDA Distributors Division of Hammermill Paper Company (I)

900 State Street
Erie, PA 16501
814 455-9015
RICHARD D. CHILDERS, President
DAMIAN G. GLOVER, Controller
LINDA C. AMBRUS, Administrative Manager

BRANCHES:

Crown Supply Company (I†)
SPRINGFIELD, VA 22150
703 569-3900
7200 Fullerton Road
OMER E. FORTIER, President
BRUCE E. LANG, Executive Vice President
R.M. McDONALD, Director of Purchasing
MICHAEL C. ALMEIDA, Controller

Harrisburg Paper Company (I†)
HARRISBURG, PA 17105
717 564-9761
3982 Paxton Street
P.O. Box 1337
C. TED LICK, President
ANDREW N. LICK, Executive Vice President
DAN PERRON, Director of Distribution
WILLIAM A. WALKER, Vice President, Director of Data Processing
THOMAS W. ECKERD, Vice President, Director of Purchasing
THOMAS MILLER, Vice President, Director of Maintenance
RONALD E. McKINLEY, Vice President-Comptroller
JERRY C. ACRI, Vice President, Director of Sales

Mellocraft Company, The (I)
TOLEDO, OH 43608
419 243-6100
1320 Locust Street
JACK J. MUELLER, Vice President
HOWARD L. SMITH, Controller
DONAL M. WHITING, Manager Purchasing
PRESTON D. EVERETT, Manager Operations

BRANCHES:

DEFIANCE, OH 43512 (I†)
419 784-2263
849 S. Clinton Street
KENNETH E. GALLOCK, Branch Manager

TOLEDO, OH 43608 (I†)
419 243-6100
1320 Locust Street
(Mailing Address: P.O. Box 567, Toledo, OH 43693)
KENNETH E. GALLOCK, Branch Manager

DETROIT, MI 48227 (I†)
313 836-3883
16515 Plymouth Road
TED J. VINCENT, Branch Manager

Morris Paper Company (D†)
PITTSBURGH, PA 15222
412 471-2500
21st Street & A.V.R.R.
JAMES S. (JIM) BALTER, President
RONALD C. ESPER, Executive Vice President
ERWIN H. (ERV) BRAND, Vice President
DOUGLAS J. CROTHERS, Controller

BRANCH:

JOHNSTOWN, PA 15907 (D†)
814 536-7831
6th & Broad Streets
MARTIN BUCHMAN, Vice President

Rohner Distributors, Inc. (I†)
AKRON, OH 44311
216 253-4173
763 S. Broadway
RALPH J. ROHNER, President
WILLIAM LANHAM, Sales Manager
JAMES H. LORD, Director of Maintenance Products

Ropak (I†)
ST. LOUIS, MO 63102
314 421-5400
101 Lombard Street
ROBERT L. (BOB) BUELL, President
JOHN YOUNG, Executive Vice President
MARK L. STEINER, Controller
LINDA JIRSA, Purchasing Agent
DAN GOODMAN, Sales Manager

BRANCH:

Ropak of Texas (†)
DALLAS, TX 75207
214 638-7110
4737 Gretna Street
WILLIAM F. COOK, Branch Manager

Steindler Paper Company (I†)
MUSKEGON, MI 49442
616 726-4405
1778 Sanford Street
RAYMOND DYKEMA, President
TOM ROYLE, Vice President, Sales
DONALD ECKLESDAFER, Vice President, Marketing
BRYCE SPENCER, Controller

BRANCHES:

GRAND RAPIDS, MI 49502 (†)
616 456-5419
300 Ellsworth, S.W.

PETOSKEY, MI 49770-0654 (†)
616 347-3911
2380 Charlevoix Avenue
LESTER ATCHISON, General Manager

JACKSON, MI 49202 (†)
517 787-6295
1514 Daniel Street

ALPENA, MI 49707 (†)
517 354-2985
700 Second Avenue

KALAMAZOO, MI 49007 (†)
616 345-7128
508 E. Frank Street

DIVISION:

Reid Paper Co. (†)
SAGINAW, MI 48607
517 752-8186
400 S. Franklin Street
NORMAN E. CARLISLE, General Manager

CIP Daxion Inc. - Head Office

1967 46th Avenue
LACHINE, QUEBEC H8T 2P1
514 631-7332
G.T. WHALEN, President & General Manager
G.A. AJRAM, Vice President Sales & Marketing
D.N. BOUGHER, National Marketing Manager-Food Services
J.D. FREEMAN, Marketing Manager, Industrial Products

CIP Daxion Inc. - Eastern Region
SCARBOROUGH, ONTARIO MIL 2M6
416 755-2281
1980 Eglinton Avenue East
J. F. DOLAN, Vice President
G.V. SCOTT, Branch Manager

BRANCHES:

HALIFAX, NOVA SCOTIA (†)
902 463-0991
10 Vidito Drive
Dartmouth, Nova Scotia B3B 1P9
M.A. LAVECK, Branch Manager
M.F. McGRATH, Operations Manager

MONCTON, NEW BRUNSWICK (†)
506 855-2131
714 Malenfant Boulevard
Dieppe Industrial Park
Dieppe, N.B. EIA 5V8
M.A. LAVECK, Branch Manager (located Dartmouth)
M.F. McGRATH, Operations Manager (located Dartmouth)

QUEBEC, QUEBEC (†)
418 658-0447
2800 Dalton Street
St. Foy, Quebec GIP 3S4
P.L. VEZINA, Branch Manager (located Lachine)
J. PLAMONDON, Manager Sales/Operation

LACHINE, QUEBEC (†)
514 631-7332
1967 - 46th Avenue
Lachine, Quebec H8T 2P1
P.L. VEZINA, Branch Manager
G. BRISSON, Sales Manager

CIP Daxion Inc. - Western Regional Office (D)

1760 Wellington Avenue
WINNIPEG, MANITOBA
204 774-2591
R3H 0E9, CANADA
I.L. KELSO, Vice President
J.C. McCORMACK, Marketing Manager-Fine Papers
J.A. GECHEL, Marketing Manager-Industrial Papers

BRANCHES:

WINNIPEG, MANITOBA (†)
204 774-2591
R3H, 0E9, CANADA
1760 Wellington Avenue
G. HOLOWKO, Sales Manager-Industrial Paper Division
E. CHMELNICKI, Sales Manager-Fine Paper Division

CALGARY, ALBERTA (†)
403 243-4677
T2G 2Y9, CANADA
4027 7th Street S.E.
M.P. NOWAK, Branch Manager
C. CONWAY, Sales Manager-Industrial Paper Division

EDMONTON, ALBERTA (†)
403 451-6655
T5M 3X6, CANADA
16824 - 114th Avenue
M. MAYER, Branch Manager

J. MEAKIN, Sales Manager-Industrial Paper Division
P. BUTLER, Sales Manager-Fine Paper Division

REGINA, SASKATCHEWAN (†)
306 949-3711
S4P 3B2, CANADA
P.O. Box 1066
1445 Pettigrew Avenue E
A.F. RENNEBOHM, Sales & Operations Manager

SASKATOON, SASKATCHEWAN (†)
306 931-8444
S7H 0Y0, CANADA
304 Edson Street, Sub. 18
K.B. MacNEILY, Sales Manager

THUNDER BAY, ONTARIO (†)
807 622-5375
P7B 5N2, CANADA
# 3 - 1112 Russell Street
J. FORSHAW, Sales & Operations Manager

LETHBRIDGE, ALBERTA (†)
403 327-5731
T1J 0B1, CANADA
1016 First Avenue S.
J. ELDER, Sales/Operations Manager

RICHMOND, BRITISH COLUMBIA (†)
604 278-7726
V6V 1Y9
2060 Viceroy Place
A.B. MURDOCH, Branch Manager
B. SMITH, Sales Manager-Fine Paper Division
W.A. HARDER, Sales Manager-Industrial Paper
J.B. BECK, Sales Manager

VICTORIA, BRITISH COLUMBIA (†)
604 727-3447
V8Z 6N6
4222 Commerce Circle
A.J. WEATHERHEAD, Sales & Operations Manager

VERNON, BRITISH COLUMBIA (†)
604 545-7231
(Kleenway Distributors)
VIT 5W9
W. BRINKMAN, Sales & Operations Manager

CIP Daxion Inc. - Eastern Region

BRANCHES:

OTTAWA, ONTARIO KIB 3V7 (†)
613 745-7019
2574 Sheffield Road
J. BARR, Branch Manager
M. MEREWEATHER, Sales Manager

SCARBOROUGH, ONTARIO MIL 2M6(†)
416 755-2281
1980 Eglinton Avenue East
G.V. SCOTT, Branch Manager
S.A. ROUSELL, Sales Manager-Food Services
G. CHARRON, Sales Manager-Industrial Products

MISSISSAUGA, ONTARIO L4W IR4 (†)
416 624-1300
1730 Sismet Street
G.V. SCOTT, Branch Manager (located Scarborough)
G. KIRSHNER, Sales Manager

LONDON, ONTARIO N5V IZ5 (†)
519 452-1500
531 First Street
G.V. SCOTT, Branch Manager (located Scarborough)
J.M. VELLA, Manager Sales & Operations

CMI (Consolidated Marketing, Inc.)
(see Butler Paper Co.)

Calabrese Bros. Inc. (I†)
20 Churchill Street
BUFFALO, NY 14207
716 874-1942
JOSEPH CALABRESE, President
LEONARD CALABRESE, Executive Vice President
A.T. BUSCAGLIA, Vice President Marketing
LOU DELCOTTO, Chemical Co-ordinator
VINCENT LO DESTRO, Sales Manager

Camelot Distributing Company (I†)
P.O. Box 43567
400 Fisk Drive, S.W.
ATLANTA, GA 30336
404 349-7680
C. GRAHAM McGEHEE, JR., Chairman of the Board
CLIFFORD G. McGEHEE, President
RICHARD BARTLETT, Vice President, Director of Marketing
HUGH DORRIS, Director of Purchasing
DOLORES PFOUNTZ, Secretary

BRANCHES:

ATLANTA, GA 30336 (I†)
404 349-7680
400 Fisk Dr. S.W.
TED GREER, Vice President & General Manager

CINCINNATI, OH 45252 (I†)
513 733-9600
4750 Lake Forest Drive
SUTTON TAYLOR, Vice President & General Manager

NEWPORT NEWS, VA 23607 (I†)
804 380-8770
801 48th Street
JEFFY NANTZ, Vice President & General Manager

Camp Paper & Envelope Company (P)
2580 Wyandotte, Unit F
MOUNTAIN VIEW, CA 94043
415 969-8384
GENE L. CAMP, President
SCOTT A. CAMP, Vice President
VICTORIA B. CAMP, Treasurer

Canadian Paper Trade Association
55 York Street
Suite 512
TORONTO, CANADA M5J 152
416 363-8374
W.S. BROWN, President
D.A. LEIGH, 1st Vice President
Y. MONTMARQUETTE, 2nd Vice President
S. VERRONNEAU, Treasurer
T.L. PITCHFORD, Past President
FRANK YOUNG, Secretary

Cannon Paper Company (P†)
152 Hamilton Street
TOLEDO, OH 43602
419 244-8631
GEORGE CANNON, President
DAVID W. BARRY, JR., Vice President, Marketing & Sales
ROBERT LITTLE, Vice President
GARY BILLMAIER, Vice President, Purchasing-Labor Relations
PAUL KASEMAN, Secretary-Treasurer
RICHARD BADER, Assistant Treasurer

Canover Industries, Inc. (I†)
48th Street & Maspeth Avenue
P.O. Box 77
MASPETH, NY 11378
718 456-8900
ALFRED E. EISENBERG, Chairman of the Board, CEO
HENRY M. EISENBERG, Vice-Chairman of the Board, Chief Financial Officer
IRV MERMELSTEIN, President, Chief Operating Officer
HAROLD ROGGEN, Comptroller
STUART CRAGIN, JR., General Manager-Manufacturing
JACQUELINE EISENBERG, Marketing Manager
SYLVIA EISENBERG, Purchasing Agent
JOHN ARENA, Industrial Sales Manager
JAMES DUFFY, Retail Packaging Sales Manager
MORRIS FEIL, Merchant Sales Manager
DOUGLAS MacDONALD Custom Packaging Sales Manager

Cantwell-Cleary Co. Inc. (I)
2100 Beaver Road
LANDOVER, MD 20785
301 773-9800
VINCENT D. CLEARY, President & Treasurer
E. TIMOTHY CLEARY, Vice President
JOHN MacGREGOR, Vice President
DAVID WINTER, Sales Manager

Canway Paper Products Ltd.
(see Balpex Inc.)

Capital City Paper Company (D)
P.O. Box 4227
SPRINGFIELD, IL 62708
217 529-6701
DUAL PAPER HOUSE
BOB BUNN, President & Treasurer
DICK JEFFERS, Office Manager
JOHN LANGHEIM, Buyer Fine Paper
JOHN DUNLAP, Sales Manager

Capital Consolidated, Inc.
(see Bunzl Corporation)

Capital Paper Co., Inc. (P†)
123 W. 19th Street
NEW YORK, NY 10011
212 255-5010
JULIUS J. MEISEL, Chief Executive Officer
SIDNEY MEISEL, Vice President & Treasurer
CARL R. MEISEL, President
LOUIS PALISCA, Vice President of Marketing & Development
JEROME BLOOMSTEIN, Executive Vice President

Cardinal Paper Company (I†)
220 East Reno
OKLAHOMA CITY, OK 73104
405 235-8441
P.O. Box 25187, 73125-0187
R.W. WHITE, Chairman of the Board
JAMES JACKSON, President
JIM LACKEY, Vice President, Marketing
JACK KIMBERLIN, Sales Manager
DAVID KIRCHER, Data Processing Manager

BRANCHES:

JACKSON, MS 39203 (I†)
601 353-3466
309 N. Monroe
BARRY PARKER, Manager

SAN ANTONIO, TX 78204 (I†)
512 224-5009
410 Probandt
M. BARCENA, Manager

ALBUQUERQUE, NM 87125 (I†)
505 247-0192
1311 12th St. NW
JOHN MESSERLI, Manager

Carlyle Paper Co.
(see Gould Paper Corp.)

Carolina Paper & Builders Materials, Inc.
(now part of Brame Specialty Company, Inc.)

C

Carolina Retail Packaging, Inc. (I)
P.O. Box 1255
711 East Main Street
LEXINGTON, SC 29072
803 359-0036
VINCENT D. EGAN, President
DENNIS M. EGAN, Vice President
GEORGE F. BURNS, Operations Manager

Carpenter/Offutt Paper Inc.
(see Paper Corporation of America)

Carpenter Paper Company (P†)
P.O. Box 2709
GRAND RAPIDS, MI 49501
616 452-9741
JAMES HOLTSCLAW, President
RICHARD HANSKNECHT, Executive Vice President - Marketing
FRANK G. GEARY, Vice President - Treasurer
DORIS M. HACKETT, Secretary

Carpenter Paper of Indiana, Inc. (P†)
401 Fernhill Avenue
P.O. Box 8269
FORT WAYNE, IN 46898
219 482-4686
PHILIP O. NAYLOR, President
DONALD R. OLSEN, Vice President & Sales Manager
ROBERT WOODFORD, Administrative Assistant
JAMES SIMPSON, Secretary & Customer Service Manager
ROBIN BRENNAN, Sales Promotion Manager

Carpenter Paper Company of Iowa (D†)
106-110 S.W. 7th Street
P.O. Box 568 (50309)
DES MOINES, IA 50302
515 282-5130
JOSEPH M. TELL, President
WARREN A. BURGESS, Vice President-Sales
ORVAL P. BYRD, Secretary-Treasurer-Controller

BRANCH:

ROCK ISLAND, IL 61201 (D†)
309 794-1222
301-2nd Street
P.O. Box 540
JULIE CARLSON, Office Manager

Carpenter Paper Company of Nebraska
(see Paper Corporation of America)

Carr Paper Company (I†)
1279 E. Philadelphia Street
P.O. Box 2388
POMONA, CA 91769-2388
714 628-6061
213 725-0649
714 990-1903
RICHARD L. CARR, SR., Chairman of the Board
JOHN E. ROUNTREE, President & Chief Executive Officer
JOSEPH L. KELLY, Vice President/Sales
ROBERT WALSH, Corporate Merchandising Director
WILLIAM H. TAYLES, Controller

BRANCHES:

INDIO, CA 92201 (I†)
619 347-0701
83-256 Indio Boulevard
P.O. Box Drawer LLL
DON E. DIAL, Vice President & Branch Manager

EL CENTRO, CA 92244 (D†)
619 352-3171
1045 So. First St.
P.O. Box 141
J. MICHAEL LEASE, Vice President & Branch Manager

Carter Corp.
(see C.G. Winans Company)

Carter Rice/C.M. Rice
(see Carter Rice)

Carter Rice (D†)
273 Summer Street
BOSTON, MA 02101
617 542-6400
GEORGE V. STONE, Chairman of the Board
HENRY S. JULIER, President & Chief Executive Officer
WILLIAM E. KELLEY, Vice President-New England
PHILIP J. LaFUCI, Vice President
BRUCE LIGHTY, Vice President
J. DAVID McAVOY, Vice President, Group Controller
DONALD B. PAGE, Vice President-Marketing
JAMES E. SMITH, Vice President-Data Processing
THOMAS S. MONAHAN, Sales Manager-Fine Paper
DAVID MILLER, Manager-Industrial Papers

BRANCHES:

SOUTH WINDSOR, CT 06074 (D†)
203 528-9351
330 Nutmeg Road
(mailing address: Box 8167, East Hartford, CT 06108)
ANTHONY HAYES, Manager

WEST HAVEN, CT 06516 (D†)
203 932-2202
51 Railroad Avenue
BRUCE LIGHTY, Vice President & Manager

PAWTUCKET, RI 02862 (D†)
401 723-6400
402 Walcott Street
FRANK J. DONAHUE, Manager

SPRINGFIELD, MA 01101 (D†)
413 788-0901
66-D Industry Avenue
WILLIAM C. DUGGAN, Manager

WORCESTER, MA 01604 (D†)
617 755-4353
75-B Southwest Cutoff
BRIAN McLEVEDGE, Manager

Carter Rice/C.M. Rice (D†)
PORTLAND, ME 04103
207 797-3300
1 Rice Street
SANFORD L. FOGG, JR., Manager

Carter Rice/C.M. Rice (D†)
CONCORD, NH 03301
603 225-6678
276 N. State Street
HANK W. WILSON, Manager

DIVISIONS:

Ingalls, Cronin Co. (I†)
WINCHESTER, MA 01890
617 729-8900
80 Holton Street
JOHN P. INGALLS, JR., President
OSMUND KEIVER, Vice President & General Manager
CRAIG MEADER, Vice President

Manchester Paper Supply Co. (I†)
MANCHESTER, NH 03105
603 625-6419
34 Beech Street
P.O. Box 177
RICHARD DUGAN, Manager

Baltimore-Warner Paper Co. (D†)
BALTIMORE, MD 21237
301 866-1500
1201 67th Street
JEROME D. ELLIOTT, President
H.B. SALZMAN, Vice President, Industrial
DONALD W. CURTIN, Sales Manager-Fine Paper

BRANCH:

Advance Paper & Chemical Co. (I)
WILMINGTON, DE 19899
301 655-7586
200 South Madison Street
P.O. Box 1969
WILLIAM H. THORNE, III, President

Bulkley Dunton (P)
NEW YORK, NY 10016
212 679-5050
295 Fifth Avenue
THOMAS D. FERGUSON, President
LEWIS S. REISCHE, Executive Vice President
FRANK NOCELLA, Treasurer
GARRETT W. BISHOP, Vice President-Commercial Sales
JOHN DOWLING, Vice President/Mgr.-Gov't Sales
GEORGE J. DOEHNER, Vice President/Mfg.-Pub. Sales

BRANCH:

EAST RUTHERFORD, NJ 07073 (†)
201 933-6400
300 Murray Hill Parkway
THOMAS MADDOCK II, Vice President/Manager

Stanford Paper Co. (P†)
LANDOVER, MD 20785
301 772-1900
1901 Stanford Court
WILLIAM E. COLLINS, President
SAMUEL NUTWELL, Sales Manager

Paper Merchants (P†)
BENSALEM, PA 19020
215 637-1900
500 State Road
(mailing address: Box 16067, Philadelphia, PA 19114)
ROBERT G. ESTES, President

BRANCH:

Lehigh Valley Paper Company (D†)
ALLENTOWN, PA 18103
215 264-3720
904 Marcon Boulevard
(mailing address: Box 2167, Lehigh Valley, PA 18001)
ROBERT G.ESTES, Manager

Caskey Paper Company, Inc. (D†)
720 East Center Street
P.O. Box 789 Zip 93279
VISALIA, CA 93277
209 734-9251
KEVIN J. CASKEY, President
SHEILA CASKEY HOLDER, MRS., Vice President-Assistant Treasurer
MARY M. CASKEY, MRS., Secretary-Treasurer
BRENDA SAMPIETRO, Assistant Secretary

Caskie Paper Company, Incorporated (D†)
Tomahawk Industrial Park
P.O. Box 11589
LYNCHBURG, VA 24506
804 237-5905
WILLIAM E. HUNT, JR., President-Treasurer, CEO
EVANS C. ROSS, Vice President & Secretary
C. HAROLD BURKS, Vice President, Operations
RUSSELL H. CHAMBLISS, Vice President

BRANCHES:

CHARLOTTE, NC 28231 (D†)
704 372-2260
1419 N. Graham Street
P.O. Box 31308
JIM McDANIEL, General Manager

GREENVILLE, SC 29602 (D†)
803 232-5137
220 Church Street
P.O. Box 2939, 29602
ROBERT E. INGRAM, Manager

Caskie Paper Co., Inc. (D†)
Richmond Division
RICHMOND, VA 23230
2109 Loumour Avenue
P.O. Box 6586
RUSSELL H. CHAMBLISS, JR., Manager-Vice President

Caskie Paper Company, Inc. (D†)
Fayetteville Division (Adams Division)
FAYETTEVILLE, NC 28306
919 323-2075
203 Blount Street
P.O. Box 64466
C.A. ADAMS, JR., Manager

Caskie Paper Company, Inc. (D†)
COLUMBIA, SC 29202
803 771-4575
1929 Hampton Street
P.O. Box 8236
GARY K. HALEY Manager

Cauthorne Paper Company, Inc. (D†)
P.O. Box 2059
RICHMOND, VA 23216
804 232-6736
JOHN H. LEWIS, President & Treasurer
GEORGE W. MICHAEL, Executive Vice President & Secretary
C. THOMAS ANDREWS, Vice President & Sales Manager
MICHAEL E. SHIELDS, Operations Manager
A.J. CHRISTIAN, JR., Assistant Operations Manager
THERESA SCHOTT, Sales Service Manager

Central Paper Company Inc. (I)
2524 First Street West
BIRMINGHAM, AL 35204
205 322-1851
ANTHONY P. ROSS, President
PAUL J. ROSS, Vice President
EVELYN W. THOMPSON, Vice President
JOSEPH SCHIFANO, Sales Manager
VICKI C. ROSS, Treasurer

Central Paper Company (D†)
126 Old 49 Highway South
JACKSON, MS 39208
601 932-1363
(Mailing Address P.O. Box 2598, JACKSON, MS 39207)
R. CLAYTON HARRIS, President
JIMMY K. WALLACE, Executive Vice President
JOHNNY McGUIRE, Sales Manager
CHARLES MORMAN, Secretary
STEVEN HARRIS, Treasurer

Central Paper Company (P†)
765 McCarter Highway
NEWARK, NJ 07102
201 622-6377
212 233-8807
ROBERT H. BERKOWITZ, President, Board Chairman
DAVID H. BERKOWITZ, Executive Vice President, Treasurer
DONALD A. BERKOWITZ, Executive Vice President
JOSEPH L. ENGLANDER, Vice President
ANNE SORNSTEIN, Vice President-Administration
ALLEN P. LEVICKY, Vice President Management Information Systems
J. RUSSEL DAWSON, Sales Manager
GEORGE A. SHEPPARD, General Manager
WILLIAM SCAIFE, Manager, Customer Services
DELIO FERREIRA, Mill Department

SUBSIDIARY:

TRENTON, NJ 08638 (P†)
609 883-7500
1004 Whitehead Road Extension
ROBERT H. BERKOWITZ, Board Chairman, Chief Executive Officer
DAVID RELLES, President
DAVID H. BERKOWITZ, Executive Vice President
DONALD A. BERKOWITZ, Executive Vice President
JERROLD ADLER, Vice President-Purchasing
JOE SHUTTLEWORTH, Customer Service Manager
PAUL D'AMBROSE, Operations Manager
EUNICE G. HUNTLEY, Office Services Manager

Central Paper Products Co. (I†)
Brown Avenue Industrial Park
P.O. Box 4480
MANCHESTER, NH 03108
603 624-4064
FRED B. KFOURY, JR., President
EDMUND A. BEDNAROWSKI, Sales Manager
GORDON A. WATSON, Data Processing Manager
GREGORY G. HOOD, Purchasing Manager
RON LEVESQUE, Warehouse Manager

Central States Diversified, Inc. (D†)
9322 Manchester Road
ST. LOUIS, MO 63119
314 961-4300
J. RUSSELL FLOWERS, Chairman, Chief Executive Officer
HYMAN (HY) VELKOFF, Vice Chairman
RONALD S. PRINCE (RONNIE), President, Chief Operating Officer
NORMAN J. (NORM) THOMAS, Secretary, Senior Vice President
JEAN HAMMEL, Director of Purchases
DON ROTH, Manager Merchants Division

Central Supply Division
(see Virginia Packaging Supply Company)

Central Wisconsin Paper Company, Inc. (D†)
1000 McDonald Street
P.O. Box 2006
WAUSAU, WI 54401
715 842-2241
B. EUGENE (GENE) DAVIS, JR., President
CHERYL S. DAVIS, Vice President-Fine Paper
JOHN FELDMAN, Customer Service
MARK SOMERS, Comptroller
GEORGE E. MINZLOFF, Vice President-Industrial Papers
THOMAS STANKE, Office Manager

DIVISIONS:

Paper Specialty Division (D†)
WAUSAU, WI 54401
715 842-2241
1000 McDonald Street
P.O. Box 2006

Woelz Paper Division (D†)
APPLETON, WI 54912
414 733-5587
116 North Linwood Avenue
P.O. Box 997
RONALD H. RAASCH, Vice President, Milwaukee Manager
JAMES ECKER, Division Manager

Century Paper Company, Inc., The (P†)
28 York Avenue
RANDOLPH, MA 02368
617 963-7000
RICHARD F. HALLORAN, President
JAMES P. HALLORAN, Treasurer & Executive Vice President
ANDREW C. STOCKWELL, Vice President
ROBERT P. DEMPSEY, Secretary

Century Papers Inc. (D†)
Corporate Office:
4211 Southwest Freeway (77027)
P.O. Box 1908
HOUSTON, TX 77251-1908
713 877-1100
JULES MALTZ, Chairman
HERSCHEL MALTZ, President
JACK THOMAS, Chief Financial Officer
HARVEY GLANZROCK, Vice-President & Area Manager
JOE GIARDINA, Marketing Vice-President

BRANCHES:

HOUSTON, TX (†)
713 928-5171
4902 Gulf Freeway (77023)
P.O. Box 1908 (77251-1908)
MIKE MALTZ, Division Manager
CHARLES PALMORE, Marketing Manager
DAVID MOSS, Operations Manager

BEAUMONT, TX 77704
713 835-3419
3255 Executive Boulevard (77705)
P.O. Box 3463 (77704)
LARRY MALTZ, Resident Manager

CORPUS CHRISTI, TX 78408 (†)
512 883-7231
4353 Baldwin Boulevard
P.O. Box 4788
CHARLES MALTZ, Sr. Vice President
SAM PRICE, Area Marketing Manager
KENNETH MALTZ, Operations Manager

DALLAS, TX 75234 (†)
214 241-3445
14043 Distribution Way (75234)
P.O. Box 819008 (75381-9008)
STAN KRUG, Manager
DON STAFFORD, Sales Manager

LAREDO, TX 78040 (†)
512 722-1788
2110 Washington
P.O. Box 1313
JAIME GARCIA, Operations Manager

MC ALLEN, TX 78502 (†)
512 686-6593
1238 E. Hackberry (78504)
P.O. Box 1089 (78502)
STAN GAFNER, Manager

SAN ANTONIO, TX 78219 (†)
512 225-2861
3203 Aniol Street
JERRY HARRINGTON, Area Marketing Manager
JOE GOODMAN, Area Operations Manager

EL PASO, TX 79905 (†)
915 592-7543
10901 Pellicano
P.O. Box 10279 (79994)
BOB GROH, Operations Manager
JOHN WAYNE, Marketing Manager

PHOENIX, AZ (†)
602 269-3772
P.O. Box 11826 (85061)
3102 W. Thomas # 901 (85017)
WILL GIBBONS, Marketing Manager

TUCSON, AZ 85705 (†)
602 624-8256
37 E. Sahuaro (85705)
P.O. Box 5183 (85703)
DON PARSLOW, Area Operations Manager
JOHN WOLFE, Sales Manager

DENVER, CO 80239 (†)
303 373-1450
14551 E. Moncrieff Place, Aurora, CO (80011)
P.O. Box 39100, Denver, CO 80239
FRED BUNEGAR, Manager
GARY KACZMAREK, Sales Manager

AUSTIN, TX 78758 (†)
512 835-2424
10205 Metropolitan Drive (78758)
P.O. Box 1407 (78767)
JERRY MALTZ, Marketing Manager
REECE HUNTER, Operations Manager

COLORADO SPRINGS, CO (§)
303 593-9880
2480 Waynoka Road (80915)
LARRY CLARKE, Sales Manager

Other Divisions of Century Papers are:

Paper Products Group - Memphis, TN
Mississippi Paper Co. - Tupelo, MS
Cardinal Paper Company - Oklahoma City, OK

C

Cervantes Hermanos, S.A.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Charleston Paper Company
(see Affiliated Paper Companies)

Charlotte Paper Company
(see Affiliated Paper Companies)

The Chatfield Paper Company
(see Butler Paper Company)

Chatam
(see Quaife, Alfred & Co., Ltd.)

Chattanooga Paper & Woodenware Company (I)
201 West Main Street
CHATTANOOGA, TN 37408
615 266-2155
(Mailing Address: P.O. Box 1567
Chattanooga, TN 37401)
WILLIAM M. TAFF, President
THOMAS A. TURNER, Vice President
JAMES M. BEAVER, Sales Manager

SALES OFFICES:

CLEVELAND, TN 37311 (§)
615 479-3354
ROGER BUTLER

COOKEVILLE, TN 38501 (§)
615 526-1273
276 Rice
MIKE GILPATRICK

DALTON, GA 30720 (§)
404 226-3179
1602 Beverly
JIM COOK

ROME, GA 30161
404 232-5268
13 Pine Bark Drive
JAMES HOVERS
RALPH ROHNSON

WINCHESTER, TN 37398
615 967-1383
Rt. 4, Box 56
H.B. NORRIS

Chicago Paper Company
(see Leslie Paper Co.)

Chope-Stevens Paper Company, Div. Copco Papers, Inc.
(see Paper Corporation of America)

Chudy Paper Co., Inc. (I†)
930 Bailey Avenue
BUFFALO, NY 14240
716 825-1935
MAX R. CHUDY, JR., President & Treasurer
NORBERT RATAJCZYK, Vice President
DR. MAX R. CHUDY, III, Secretary

BRANCH:

Chudy Paper Co., Inc. (I†)
BUFFALO, NY
716 895-9398
205 Lombard Street

SUBSIDIARIES:

Buffalo Paper & Twine Co., Inc. (I)
BUFFALO, NY 14240
716 825-2322
930 Bailey Avenue

Rochester Paper Co., Inc. (I†)
ROCHESTER, NY 14624
716 328-8000
1320 Buffalo Road

Cincinnati Cordage and Paper Company, The (D†)
800 East Ross Avenue
P.O. Box 17125
CINCINNATI, OH 45217
513 242-3600
JOHN F. CHURCH, JR., President & Treasurer
RICHARD G. EVANS, JR., Executive Vice President
JOHN A. McMINN, Senior Vice President-Administration
RAYMOND E. WEAVER, Vice President
JAMES L. ZIMMERMAN, Vice President
PAUL RUFFING, Assistant Treasurer
DOROTHY R. SCHERPENBERG, Secretary & Controller

BRANCHES:

Cordage of Cincinnati (D†)
CINCINNATI, OH 45217
513 242-3600
800 East Ross Avenue
P.O. Box 17125
RICHARD G. EVANS, JR., Executive Vice President
PAUL B. STUEVE, Sales Manager

Cordage of Columbus (D†)
COLUMBUS, OH 43229
614 436-0130
5063 Freeway Drive, East
(Mailing address: P.O. Box 14464; 43214)
J. FRANZ HARRIS, General Manager

Cordage of Dayton (D†)
DAYTON, OH 45404
513 233-9050
66 Janney Road
JAMES L. ZIMMERMAN, General Manager

Cordage Packaging (I†)
DAYTON, OH 45404
513 233-2211
66 Janney Road
MYRON J. RHEAUME, General Manager

Cordage of Huntington (D†)
ONA, WV 25545
304 733-2047
3254 Route 60 East
(Mailing Address: P.O. Box 246)
WILLIAM E. LAYNE, General Manager
DANIEL G. JOHNSON, Project Manager

Cordage of Indianapolis (D†)
INDIANAPOLIS, IN 46222
317 639-6441
151 South Neal Avenue
ROBERT A. BRINKMAN, General Manager
RALPH H. WILSON, Sales Manager

Cordage of Knoxville (D†)
KNOXVILLE, TN 37917
615 524-1681
1206 Willow Avenue, SE
THOMAS E. COLSON, General Manager

Cordage of Louisville (D†)
LOUISVILLE, KY 40218
502 589-7930
4202 Produce Road
(Mailing address: P.O. Box 34335; 40232)
JAMES L. HIGLEY, General Manager

Cordage of Nashville (D†)
NASHVILLE, TN 37204
615 259-2600
2919 Sidco Drive
JOHN P. REDLIN, General Manager
RICHARD PHILPOT, Assistant Manager

Brewer-Chilcote Paper Co. (D†)
CLEVELAND, OH 44113
216 696-1231
1231 Main Avenue
RAYMOND E. WEAVER, President & General Manager
DENNIS G. WEAVER, Vice President of Marketing

General Paper (†)
PITTSBURGH, PA 15230
412 771-3515
Sexton Road
P.O. Box 12
D. JEFFREY KIRCHMER, General Manager

City Paper Company (I†)
3700 First Avenue, North
P.O. Box 1966, 35222
BIRMINGHAM, AL 35201
205 328-2626
PAUL FRIEDMAN, SR., President
PAUL FRIEDMAN, JR., Vice President & Secretary
MARK FRIEDMAN, Vice President & Treasurer
DAVID LUCAS, General Manager
STEVE FOSTER, Purchasing Agent

City Supply & Paper Co.
(see Eastern Bag & Paper Co., Inc.)

City Supply Co., Inc. (I†)
P.O. Box 816
845 W. Delilah Road
PLEASANTVILLE, NJ 08232
609 645-3600
DAVID LEAVY, President
ROBERT LEAVY, Secretary-Treasurer

Clampitt Paper Co. (P†)
9207 Ambassador Row
DALLAS, TX 75247
214 638-3300
MAXWELL CLAMPITT, Chairman of the Board & Chief Executive Officer
HENRY G. PHILLIPS, President
G. WINKLER, Vice President-Business Development
GEORGE A. NELLE, Vice President of Operations
ANNA M. ELKINS, Corporate Secretary
STEVE ROMAINE, Sales Manager
RON HAGOOD, Sales Manager
RICHARD CLAMPITT, Vice President Marketing

BRANCHES:

Clampitt Paper Co. of Fort Worth (P†)
FORT WORTH, TX 76106
817 332-9247
2101 Franklin Drive
POWELL KENNEY, Vice President
BRUCE PEDEN, Sales Manager

Clampitt Paper Co. of Houston (P†)
HOUSTON, TX 77003
713 690-7171
4707 Blalock, Houston, Texas 77041
JOE SULLIVAN, Vice President

Clampitt Paper Co. of San Antonio (P†)
SAN ANTONIO, TX 78219
512 226-1321
3455 Steen Drive
LARRY NIEHUS, Vice President

AUSTIN, TX 78744 (P†)
512 444-7411
3713 Drossett Drive
WAYNE BASDEN, Vice President
MARK VELTRI, Sales Manager

Clarke Paper Company (D†)
36th & McColloch Street
WHEELING, WV 26003
304 232-3470
S. BRUCE CLARKE, President
JOHN M. KIDD, Vice President
M. KLEMM, Secretary, Treasurer

PARKERBURG, WV 26101 (§)
304 485-3836
1116 Garfield Avenue

SUBSIDIARIES:

The Paper Shack I (I)
WHEELING, WV 26003
304 232-5571
39th & Wood Streets

The Paper Shack II (I)
PARKERSBURG, WV 26101
304 424-6020
1115 Garfield Avenue

Classen Papier KC
Landsberger Str. 80
D-43 Essen-Kettwig
GERMANY
01149-2054-130

DR. DIETER CLASSEN, President
GUNDOLF SENNE, Export Manager

Classic Packaging Corporation (I)
1-2280 Tyner Street
PORT COQUITLAM, BC V3C 2Z1
604 941-8607
B.W. PALMER, President
W.B. PALMER, Sales Manager
C. PALMER, Treasurer

Cleveland Paper Company (D†)
1614 East 40th Street
CLEVELAND, OH 44103
216 881-0880
ROBERT K. HULL, Chairman & Chief Executive Officer
DONALD S. MESSENGER, President
PATRICIA A. HULL, Secretary
JOHN F. STREIT, Treasurer

Clifford-Gould Paper Corporation—New York
(see Gould Paper Corporation)

Clinton Envelope and Paper Company (D†)
310 North 11th Street
PHILADELPHIA, PA 19107
215 923-3636
ROBERT L. HELD, Vice President
ROBERT C. DONNER, Treasurer
JAY M. DONNER, Secretary

Coast Paper (P†)
850 West Kent Avenue
VANCOUVER, BC
604 321-8511
V6P 3G1, CANADA
DONALD G. GARNETT, Chairman
BRUCE M. BRYDON, President
DONALD KYLLO, Vice President, Sales

Coast Paper (P†)
CALGARY, ALBERTA
403 291-1030
T1Y 5T3, CANADA
2820 37th Avenue, N.E.
ROSS BRADLEY, Manager

EDMONTON, ALBERTA (P†)
403 452-1275
T5S 1J7, CANADA
11670 - 170 Street
FRED KAMER, Manager

SASKATOON, SASKATCHEWAN (P†)
306 931-6600
S7K 5Z7 CANADA
807 60th Street East
TED HUMPHREYS, Manager

Codadip
(see Aussedat Rey)

Coleman Paper Company
(see Heritage Paper Company, Inc.)

Colonial Paper Co., Inc. (I†)
P.O. Drawer 2646
OCALA, FL 32678
904 622-4171
Florida Watts 1-800-342-3309
WILLIAM H. TUCK, SR., President
WILLIAM H. TUCK, JR., Vice President
DAVID A. TUCK, Vice President
GAIL B. TUCK, Treasurer

BRANCH:

Colonial Paper Co., Inc. d/b/a Hudson Distributing Co.
PALATKA, FL 32078
904 325-2078
P.O. Box 224
WILLIAM H. TUCK, SR., President
GENE WILKES, Sales Manager

Colony Papers, Inc. (D†)
204 S. Sumner Street
YORK, PA 17404
717 854-9577
NORMAN M. CALLAHAN, JR., Chairman of Board, CXO
FREDERICK B. CALLAHAN, President, COO
NORMAN L. MUMMERT, Vice President for Operations, Secretary
WILLIAM N. KOCHENOUR, Treasurer
THOMAS S. CORSE, Manager, Fine Paper Sales
RICHARD J. MANNING, Manager, Coarse Paper Sales

BRANCH:

HANOVER, PA 17331 (D†)
717 632-1550
325 Frederick Street
JEFF BEAVERSON, Manager

Columbia Paper Company
(see Affiliated Paper Companies)

Combined Packaging Inc.
(see Reliable Paper Company)

Comercializadora Nube, S.A.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Commerce Paper Company, The (†)
15 South Ontario Street
Box 1747 Central Station
TOLEDO, OH 43604
419 241-9101
EDGAR L. KUESTHARDT, Chairman of the Board
S. DEAN ROBERTS, President
CRAIG DEAN ROBERTS, Vice President
MARY K. ROBERTS, Secretary

Communication Paper Company (P)
1845 New Highway
FARMINGDALE, NY 11735
516 293-0505
STEPHEN E. OBLETZ, President
KENNETH E. OBLETZ, Vice President
RICHARD A. OBLETZ, Vice President

Compucopy
(see Butler Paper Company)

Con Alonso, S.A.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Congress Paper Corp. (P†)
110 East 149th Street
BRONX, NY 10451
212 665-5000
203 357-1520
RALPH KATZ, President
HOWARD KATZ, Vice President
JUDITH K. GORDON, Treasurer
HOWARD J. KATZ, Secretary

Conifer Paper Products, Inc. (I†)
4911 Central Avenue
RICHMOND, CA 94804
415 527-8222
LAWRENCE D. (LARRY) FOX, CEO & President
JOAN S. FOX, Secretary
JAMES W. (JIM) BROUGHER, Vice President, Sales
WILLIS E. (BILL) FIELDS, CFO & Vice President, Finance
LESLIE C. (LES) HANKIN, Operations Manager
ROBERT (BOB) MANGASAVIAN, Branch Manager

BRANCH:

FRESNO, CA 93725
209 268-8868
4668 E. Drummond Avenue

M. Conley Company, The (I†)
1312 4th Street, SE
P.O. Box 270
CANTON, OH 44701
216 456-8243
RICHARD M. CONLEY, Chairman of the Board & Treasurer
RICHARD D. CONLEY, President
DAVID CONLEY, Vice President Data Processing
MICHAEL CONLEY, Vice President Purchasing
LAWRENCE J. WINAFELD, Secretary

Consolidated Packaging, Inc.
(see Bunzl Corporation)

Consumers Paper & Supply Corp. (D†)
251 Otrobando Avenue
P.O. Box 746
NORWICH, CT 06360-0746
203 889-8481
KENNETH FISCHBURG, President
JOHN TWOMEY, Vice President
MARY MALLON, Secretary
ED BAIRD, Sales Manager

Copco Envelope & Converting Division
(see Paper Corporation of America)

Copco Papers, Inc.
(see Paper Corporation of America)

Copco Tape and Label Division
(see Paper Corporation of America)

Copysource, Div. of Garrett-Buchanan
(see Paper Corporation of America)

Coral Paper Corporation (P†)
3500 N.W. 125th Street
MIAMI, FL 33167
305 685-5954
JOHN PEREZ, President
PEDRO RAMIREZ, Vice President
ROBERTA PEREZ, Vice President of Marketing

Cordage of Cincinnati, Columbus, Dayton, Cordage Packaging, Cordage of Huntington, Indianapolis, Knoxville, Louisville, Nashville
(see Cincinnati Cordage and Paper Co.)

Cosmos Paper Products Ltd.
(see Balpex Inc.)

Cottingham Paper Company (I†)
324 E. Second Avenue
P.O. Box 622
COLUMBUS, OH 43201
614 294-6444
R.S. COTTINGHAM, President
RONALD E. ROOT, Vice President, Marketing

D

C.L. COTTINGHAM, Vice President Sales, Secretary-Treasurer
SHEILA R. COTTINGHAM, Vice President, Operations

Crawford Packaging Materials Ltd.
(see Balpex Inc.)

Crescent Paper Company, Div. of Distribix, Inc. (D†)
INDIANAPOLIS, IN 46221
317 635-3491
1940 West Oliver
EUGENE F. BEAR, President

Crest Paper Products (I†)
457 Mulberry Street
TRENTON, NJ 08638
609 394-5357
PAUL F. DI MANNO, President
FRANCIS P. DI MANNO, Vice President
CHARLES B. PENNYPACKER, Sales Manager
FRANCIS P. DI MANNO, Treasurer
M.L. DI MANNO, Secretary

Crestwood Paper Company, Inc.
(see Willmann Paper Company, Inc.)

Crown Paper, A Division of Crown Forest Industries Limited (D†)
1675 West 4th Avenue
VANCOUVER, B.C. V6J 1L8
604 668-4040
D.C. COOK, Vice President
G.C. DIXON, Manager Printing Paper Marketing
M.C. SHEIN, Sales & Marketing Manager, National Accounts
R.S. FOSTER, Manager Resale Marketing
R.F. BELLEFLEUR, Manager, Finance & Administration

REGIONS & BRANCHES:

EDMONTON, ALBERTA, T5V 1J9 (†)
403 452-2520
16408 - 121A Avenue
J.A. BURWASH, Manager

CALGARY, ALBERTA, T2M 4M6 (†)
403 250-5416
2340 22nd St. N.E.
P.O. Box 5001
Postal Station "B"
W.E. STRAND, Manager

REGINA, SASKATCHEWAN, S4N 4Z8 (†)
306 569-9011
607 East 4th Avenue
A.J. LADOUCEUR, Manager (out of Saskatoon Office)

SASKATOON, SASKATCHEWAN, S7K 3N1 (†)
306 931-8004
601 45th Street, East
A.J. LADOUCEUR, Manager

WINNIPEG, MANITOBA, R3G 0E9 (†)
204 775-4491
1320 Ellice Avenue
R.J. KLOSCHINSKY, Manager

MISSISSAUGA, ONTARIO L4W 1P2 (†)
416 624-3588
5400 Tomken Road
N.E. POLLARD, Manager

THUNDER BAY, ONTARIO, P7B 6E2 (†)
807 345-3282
Main Street, Keefer Terminal
Box 3555, Postal Station "P"
D. SCOBIE, Manager

NEW WESTMINSTER, B.C. V3L 5A9 (†)
604 528-0848
P.O. Box 2500
W.R. MILLER, Manager

SAANICHTON, B.C. V0S 1M0 (†)
604 652-3931
P.O. Box 70
S.B. SANDS, Manager

PRINCE GEORGE, B.C. V2N 2K8 (†)
604 563-0348
1021 Eastern Street
D.A. NEAL, Manager

Crown Products Company (I†)
450 Nepperhan Avenue
YONKERS, NY 10701
914 968-2222
MARSHALL KLEIN, President
SAM H. KLEIN, Vice President
ROBERT E. KLEIN, Secretary

D and W Paper Company, Inc., The (P†)
9930 Chef Menteur Highway
P.O. Box 26458, 70186
NEW ORLEANS, LA 70126
504 245-1411
HUEY E. McDOWELL, President
EDWARD L. (ED) YOKUM, Vice President, Sales Manager
THOMAS J. RUSSO, Vice President
KENNETH A. MUMFORD, Vice President
CAROLYN R. McDOWELL, Secretary-Treasurer

DRG Paper & Board (P)
Nash Mills, Hemel Hempstead
HERTS. HP3 9XF, ENGLAND
Watford 51331
Telex: 826013
I.B. MONRO
J.W. IRELAND
H. HIGGINS

Dacotah Paper Co. (I†)
1401 Fifth Avenue, No.
P.O. Box 2727
FARGO, ND 58108
701 235-4483
F.W. (BILL) MOHR, JR., Chairman of the Board
FRED W. MOHR, III, President & General Manager
OSCAR K. SANDVIK, Vice President
GARY M. PEDERSEN, Secretary-Treasurer
ERIC W. MOHR, Sales & Marketing Manager
MATTHEW D. MOHR, Operations Manager

Danvers Paper Company, Inc. (I†)
16 Riverside Avenue
DANVERS, MA 01923
617 777-0020
LEO C. THIBEAULT, JR., President & Treasurer
WILLIAM JOYCE, Sales Manager

Decatur Paper Company
(see Distribix, Inc.)

Dees Paper Company, Inc. (I†)
105A-MAIC
MOBILE, AL 36615
205 432-1784
(Mailing Address: P.O. Box 1680245, 36616)
A. LaMONT DEES, President
LaMONT H. DEES, Vice President-Operations
MARSYL DEES, Secretary-Treasurer
BILL JOHNSON, General Manager
MELDA NAPPIER, Controller
CHUCK McKINNER, Purchasing Agent
RANDY NIBLETT, Machine Sales

Deltapaper Corporation (I†)
4272 Wissahickon Avenue
PHILADELPHIA, PA 19129
215 226-6700
WILLIAM BREGMAN, President
BARRY SCHWARTZ, Vice President, Operations
ARNOLD J. MARINELLI, General S[illegible] Manager
RAY HARRIS, Manager Operations
MARGARET DeMAURO, Controller

BRANCH:

Deltapaper Corporation Southern (I†)
ORLANDO, FL 32809
305 859-5900
2011 Viscount Row
WILLIAM BREGMAN, President
CHARLES STOECKLE, General Manager
GLENNA KEEFER, Manager Operations

Deposito Queretaro
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Deposito Tampico
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Deposito Torreon
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Diamond Paper Company, Ltd. (I†)
600 Market Street
NEW ORLEANS, LA 70130
504 525-5296
CHARLES H. KURZWEG, JR., President
ADOLPH C. BILLET, Secretary-Treasurer
CLARENCE J. BLANCHARD, Vice President
JOHN BURAS, Vice President

Diamond Paper Corporation (P†)
2936 Prosperity Avenue
P.O. Box 189
MERRIFIELD, VA 22116
703 573-9500
ALISON D.K. DIAMOND, President
LISA A. DEVLIN, Executive Vice President
DONALD K. HALTERMAN, Vice President
PAUL DIAMOND, Treasurer
ROLAND C. DOWNEY, Manager, Distribution
J.R. CAVANAUGH, Manager, Warehousing
JOY E. BERNEY, Manager, Administration

Diem & Wing Paper Company, The
(see Ris Paper Company, Inc. [Parent])

Dillard Paper Company (D†)
3900 Spring Garden Street
P.O. Box 21767 (27420-1767)
GREENSBORO, NC 27407
919 299-1211
JOHN H. DILLARD, President
FRANK A. SHARPE, JR., Vice President & Secretary
GEORGE R. BRUMBACK, Vice President & Treasurer
G. HENRY JOBE, JR., Vice President & Director of Purchases
THOMAS RUFFIN, JR., Vice President
ANDREW H. PEATROSS, General Sales Manager

NEWELL E. HOLT, Field Sales Manager
RONALD E. MECHLING, Marketing Manager
N. JOSEPH LEE, III, Assistant to Director of Purchases
MARY MARR JOHNSON, Purchasing Coordinator
CHARLES S. WALTER, Sales Promotion Manager
RICHARD G. NEWELL, Personnel Director
MARVIN F. SHARPE, Director of Engineering/Warehousing
DARGAN FRIERSON, Director of Industrial Relations

Dillard Paper Company
Greensboro Division (D†)
GREENSBORO, NC 27407
919 299-1211
3900 Spring Garden Street
P.O. Box 21767 (27420-1767)
THOMAS RUFFIN, JR., Vice President & General Manager
BRYCE M. GREESON, Assistant Manager
J. NORMAN WAY, Purchasing-Industrial
JOE DICKENS, Purchasing-Industrial
JOY RODRIGUEZ, Purchasing-Printing
CAROLYN JONES, Purchasing-Printing

BRANCHES:

DORAVILLE, GA 30340 (D†)
404 449-6400
50 Best Friend Road
P.O. Box 47648, Doraville, Ga.
30362-7648
R.L. McKEE, III. Vice President & General Manager

AUGUSTA, GA 30906 (D†)
404 793-2881
P.O. Box 1330, 30903-2099
1427 Marvin Griffin Road
W.E. CHILDRESS, Vice President & Manager

ROME, GA 30161 (D†)
P.O. Box 1197, 30163-1601
3147 Martha Berry Hwy. NW
S.L. BROUGHMAN, Vice President & General Manager

BIRMINGHAM, AL 35214 (D†)
205 798-8380
P.O. Box 11367, 35202-1367
541 Republic Circle
R.D. WEBB, Vice President & General Manager

BRISTOL, VA 24201 (D†)
703 669-8174
P.O. Box 69, 24203-0069
1330 Spencer Street Extension
DONALD L. HALE, Vice President & General Manager

CHARLOTTE, NC 28208 (D†)
704 392-6131
P.O. Box 668966, 28266-8966
3100 Parkside Drive
R.F. GREEN, President & General Manager

COLUMBIA, SC 29201 (D†)
803 799-8770
P.O. Box 1489, 29202-1489
721 Vine Street, ACL Industrial Park
V.O. ROBERTSON, III, Vice President & General Manager

GREENVILLE, SC 29611 (D†)
803 269-2310
P.O. Box 2067, 29602-2067
Whitehorse Road
ELDON BULLINGTON, Vice President & General Manager

KNOXVILLE, TN 37919 (D†)
615 584-5741
P.O. Box 11607, 37939-1607
5900 Middlebrook Pike, N.W.
A.E. RUSSELL, Vice President & General Manager

LYNCHBURG, VA 24506 (D†)
804 525-6670
P.O. Box 10746
Enterprise Drive
RALPH NESBIT, JR., Vice President & General Manager

MACON, GA 31204 (D†)
912 746-8501
P.O. Box 4407, 31208-4407
3115 Hillcrest Avenue
MICHAEL W. HILDEBRAND, Vice President & General Manager

RALEIGH, NC 27607 (D†)
919 828-0501
3915 Beryl Drive
P.O. Box 33354, 27606-0354
GEORGE R. BRYANT, JR., Vice President & General Manager

RICHMOND, VA 23224 (D†)
804 232-7831
P.O. Box 34748, 23234-0748
2100 Jefferson Davis Highway
D.M. BOWER, Vice President & General Manager

ROANOKE, VA 24016 (D†)
703 343-5551
P.O. Box 13406, 24033-3406
2490 Patterson Avenue, S.W.
D.A. PEOPLES, Vice President & General Manager

WILMINGTON, NC 28403 (D†)
919 791-4606
P.O. Box 1558, 28402-1558
4102 Emerson Street, SCL Industrial Park
R.M. TENNILLE, III, Vice President & General Manager

WINSTON-SALEM, NC 27103 (D†)
919 768-4900
P.O. Box 10519, Salem Station, 27108-0519
3840 Kimwell Drive, Stratford Industrial Park
R.P. ROGERS, Vice President & General Manager

NORFOLK, VA 23502 (D†)
804 857-0161
P.O. Box 7254, 23509-0254
3666 Progress Road
GEOFFRY A. CLARK, Vice President & General Manager

SALISBURY, MD 21801 (D†)
301 546-1277
P.O. Box 2537, 21801-2537
1513 Edgemore Avenue
M.F. BROWN, Vice President & General Manager

Direct Packaging Inc. (I)
P.O. Box 415, 158 Midgely Drive
HEWLETT, NY 11557
516 295-3657
718 895-2444
LASKER HARRIS, President
SUSAN ROBINS, Office Manager

Distribix, Inc. (D)
16815 New Halls Ferry Road
Drawer AB
FLORISSANT, MO 63031
314 921-7070
HAL A. KROEGER, JR., President
WILLIAM T. LEITH, Executive Vice President & Secretary
FOSTER H. BALLARD, Vice President & Treasurer
KLAUS J. LINKE, Assistant Treasurer
JACK F. SIEBER, Marketing Manager, Business Papers

DIVISIONS:

Irwin Paper Co., Div. of Distribix, Inc. (D†)
QUINCY, IL 62301
217 223-4300
300 Maine Street
RONALD P. CUDNEY, President
RICHARD C. SEIFERT, Executive V.P./General Manager

Decatur Paper Company, Div. of Distribix, Inc. (†)
DECATUR, IL 62526
217 877-9330
815 E. Kenwood Avenue
JAMES A. BERNHARDT, President

Tobey Peoria Paper, Div. of Distribix, Inc. (†)
PEORIA, IL 61614
309 685-6231
P.O. Box 686
ROBERT E. COKER, President
G.W. EASTERBROOK, Chairman of the Board
JAMES G. WILLIAMS, Executive Vice President
THOMAS L. MAST, Vice President, Marketing & Manager, Industrial Products

Louisville/Southeastern Paper Company Div. of Distribix, Inc. (D†)
LOUISVILLE, KY 40213
502 637-2511
620 Locust Lane
WAYNE R. RUDLOFF, President
THEODORE R. SCHERPENBERG, Fine Paper Merchandising Manager
CLIFTON W. JARNIGAN, Vice President, Industrial Paper Merchandising Manager
J. PAUL BAKER, Vice President

Tobey Fine Paper, Div. of Distribix, Inc. (P†)
ST. LOUIS, MO 63110
314 652-4800
1424 Talmage Avenue
WALTER A. SEEGER, JR., President
GEORGE KNAPP, JR., Vice President & Treasurer
NORMAN J. MEDER, Vice President

Tobey Fine Papers of Kansas City, Div. of Distribix, Inc. (P†)
NORTH KANSAS CITY, MO 64116
816 842-9110
200 E. 16th Avenue
GENE R. SMITH, President
SIDNEY HOCK, Executive Vice President
JAMES E. ROE, Vice President, Marketing

Roach Paper Company, Div. of Distribix, Inc. (D†)
LITTLE ROCK, AR 72203
501 374-5507
400 Shall Street
EARL W. HATCH, President
CHRISTOPHER H. STRASSBURGER, Vice President Industrial Marketing

Roach Paper Company, Div. of Distribix, Inc. (P†)
MEMPHIS, TN 38118
901 363-4040
4021 Delp Street
H. ALLEN HEWITT, President
WALTER S. QUEEN, Vice President
FRED A. SCHONERT, Executive Vice President
DOUGLAS G. BASHAW, Sales Manager

Dixon Paper Company (D†)
410 Raritan Way
P.O. Box 5285, T.A.
DENVER, CO 80217
303 595-9944
WILLIAM L. DONAHUE, Chairman
LARRY B. STILLMAN, President
MARSHALL TUCKER, Chief Financial Officer
RICHARD ENGEL, Vice President, Marketing Manager, Printing Papers & Graphics
RICH LOWE, National Accounts Manager
THOMAS E. COSTELLO, Marketing Manager, Industrial Products

BRANCHES:

DENVER, CO 80217 (†)
303 371-7510
3900 Lima Street
P.O. Box 5286, T.A.
J. DAVID LANDES, General Manager

PUEBLO, CO 81002 (†)
303 544-2351
800 West 2nd
P.O. Box 1428
CHARLES (CHICK) VAUGHAN, General Manager

GRAND JUNCTION, CO 81502 (†)
303 242-5135
1423 Fourth Avenue
P.O. Box 1119
RICHARD PARRISH, General Manager

ALBUQUERQUE, NM 87125 (†)
505 345-7841
One Claremont, NW
P.O. Box 26629
RUDY DIAZ, General Manager

AMARILLO, TX 79105 (†)
806 372-8541
2801 South Pierce
P.O. Box 15410
DONALD PALADINO, General Manager

E

BILLINGS, MT 59104 (†)
406 252-2103
1495 Monad Road
P.O. Box 21195
GARY L. ROBBEN, General Manager

BOISE, ID 93707 (†)
208 375-3110
432 Steelhead Way
P.O. Box 7665
MAURICE SMITH, General Manager

COLORADO SPRINGS, CO 80933 (†)
303 598-5820
680 Garden of the Gods Road
P.O. Box 7950
RICHARD D. HENLEY, General Manager

EL PASO, TX 79926 (†)
915 779-2240
6839 Market Avenue
P.O. Box 26608, Ranchland Station
BOB G. BARNES, Vice President & General Manager

LUBBOCK, TX 79408 (†)
806 747-4616
4402 Locust Avenue
P.O. Box 2609
RALPH WEINRICH, General Manager

SALT LAKE CITY, UT 84130 (†)
801 972-2661
3700 West 1987 South
P.O. Box 30000
CARL JOHANNESEN, Vice President & General Manager

SPARKS, NEVADA 89431 (†)
702 331-1941
1300 East Glendale
P.O. Box 20909, Reno, Nevada 87125
DOUGLAS A. HAMM, General Manager

PHOENIX, AZ 85009 (†)
602 269-5711
1917 North 25th Drive
GREGORY S. DONAHUE, General Manager

Domtar Fine Papers Merchant Division (Head Office)
395 DeMaisonneuve Blvd. W.
P.O. Box 7211, Station 'A'
MONTREAL, QUEBEC H3A 1L6
514 848-5523
H3C 3M2
D.A. LEIGH, Vice President
T.H. LLOYD, Manager of Administration
R.K. ENGLISH, Manager, Special Grades
I.P. VAGHELY, Marketing Manager

Donill Die Cutting
(see Stanley Paper Company, Inc.)

Dowd Company, Inc., The (I†)
90 Commerce Way
P.O. Box 4004
WOBURN, MA 01888
617 935-8520
FRANK J. VIEGAS, President & Chief Executive Officer
DANIEL F. SULLIVAN, Treasurer
DONALD R. FAY, Senior Vice President
H. EARLE WILGUS, Vice President
PETER TOMASINI, Vice President for Sales

AFFILIATE:

Symons Paper Co., Inc. (I†)
GARDNER, MA 01440
617 632-1080
25 Kraft Street
R.J. McLAUGHLIN, Vice President & General Manager

Dralle Paper Company, Inc. (I†)
N29 W22798 Marjean Lane
WAUKESHA, WI 53186
414 544-6475
HERBERT L. DRALLE, President
LAMBERT R. DRALLE, Vice President

Dubin Paper Company (I†)
1910 S. Delaware Avenue
P.O. Box 924
PHILADEPHIA, PA 19105
215 462-7900
BURTON A. DUBIN, President
NORMAN B. HOCKMAN, Vice President

Dudley Paper Co., The Div. Copco Papers Inc.
(see Paper Corporation of America)

Duluth Paper & Specialties Co. (D†)
P.O. Box 16045 (55816-0045)
5912 Waseca Street
DULUTH, MN 55807
218 628-2873
MARY-JO GOULD, Secretary
FRED R. ROUSE, Vice President & Purchasing Agent-General Manager

Duplicating Papers, Inc.
(see Willmann Paper Company)

EPA Papiergrosshandel GmbH
Kaiserallee 89A, Postlach 2420
7500 KARLSRUHE 1, GERMANY
(0721) 8408-0
Telex 07826768
GUNTER CALMBACH, President/Owner
IMMO SICHARDT, Executive Vice President

EPC Distributors Inc. DBA/Elaine Products Company (I†)
208-22 Jamaica Avenue
QUEENS VILLAGE, NY 11428
212 776-6000
HAROLD KARMIN, President
ROBERT MENDELSOHN, Vice President
HERBERT SCHUVAL, Vice President
NORMAN WELEDNIGER, Treasurer
LEE POTEMKIN, Sales Manager
RON LUSTBERG, Purchasing Agent
DAVID HANSEN, Warehouse Manager
TYRONE WILLIAMS, Warehouse Manager
JEFF STONE, Export Manager
ENID ROSENBLOOM, Showroom Manager
ART LEWIS, Purchasing Agent

Eagle Paper Co. (P†)
2961-69 B Street, Indiana Ave.
PHILADELPHIA, PA 19134
215 634-4930
MARY ANN SPERA, President
RAYMOND SPERA, Secretary-Treasurer

M.J. Earl, Inc. (I†)
500 N. 3rd St. (19601)
P.O. Box 52
READING, PA 19603
215 375-8455
GARY W. SEYFERT, President
HARRY COHEN, General Manager
WILLIAM DONCSECZ, Purchasing Manager
ROBERT DELEHANTY, Sales Manager
GLEN BAILEY, Sales Manager, Chemical

Eastern Bag & Paper Co., Inc. (I†)
459 Iranistan Avenue
BRIDGEPORT, CT 06604
203 334-4111
CT 1-800-972-9622
MA, NY, RI, NJ 1-800-243-4447
LOUISE A. BAUM, President & Treasurer
MEREDITH B. REUBEN, Vice President
JAMES SUGARMAN, General Manager & Vice President
ROGER COTE, Manager of Purchasing
KENNETH COLMAN, Controller
JOHN WANG, Distribution Manager

AFFILIATE:

City Supply & Paper Co. (I†)
HARTFORD, CT 06210
203 249-5891
1-800-228-1951
3080 Main Street
LOUIS A. BAUM, President & Treasurer
MEREDITH B. REUBEN, Vice President
ANDREW POLESHEK, Branch Manager
WILLIAM MORTON, Operations Manager

Eastern Paper Co., The (I†)
3468 Main Street
P.O. Box 92
HARTFORD, CT 06141
203 249-6579
ROBERT RENERT, President
JEFFREY C. RENERT, Vice President
RICHARD B. RENERT, Vice President
MUKESH M. DESAI, Controller

BRANCH:

Eastern Paper of New England, Inc. (I†)
STANFORD, CT 06904
203 323-5747
669 Atlantic Street
P.O. Box 10755
JEFFREY C. RENERT, President
HARVEY SCHATTEN, General Manager

Eastern Paper Division of EPC Industries Ltd.
(see Balpex Inc.)

Economy Paper Co. (D†)
1175 E. Main Street
ROCHESTER, NY 14601
716 482-5340
IRVING CHERRY, President
WILLIAM SHEAR, Vice President
ROBERT CHERRY, Vice President
SHELDON SHEAR, Vice President

Edmeades, Bruce Sales Ltd.
(see Balpex Inc.)

Elgin Paper Company (I)
1025 N. McLean Boulevard
ELGIN, IL 60120
312 741-0137
ARTHUR I. FUNK, President & Treasurer
G.R. HARP, Secretary
ARTHUR W. FUNK, Vice President
JACK L. HELLER, Sales & Operations Manager

BRANCH:

Rockford Wholesale Paper & Plastic Company (I)
ROCKFORD, IL 61105
815 964-6729
611-612 Chestnut Street
ARTHUR I. FUNK, President & Treasurer

Elish, Harry, Paper Co., Inc. (P†)
435 Hudson Street
NEW YORK, NY 10014
212 255-2615
516 542-0770
800 ELISH-NY
LAWRENCE J. ELISH, President

THEODORE F. PAYNE, JR. Executive Vice President
EDWARD L. WAHL, Vice President
JAMES PAYNE, Vice President, Marketing
ANTHONY BULLA, Vice President, Sales

EMSCO Industries Inc. (I)

617 East 7th
SIOUX FALLS, SD 57102
605 336-0724
WALT MARZINKE, President
JOHN EWING, Vice President, Treasurer
BOB NITSCHKE, Vice President

Empire Paper & Chemical Co. (I†)

DeSoto Road & Wilmarco Avenue
BALTIMORE, MD 21223
301 644-9400
IRVIN COHEN, General Manager
HENRY CULMAN, Sales Manager

Empire Paper Co. (I†)

1400 Scott Street
P.O. Box 479
WICHITA FALLS, TX 76307
817 766-3216
JOHN M. ESTES, President, Bindery Division
MONTY WRIGHT, Vice President, Sales
DAVID C. ESTES, President Paper Division, Purchasing

Empire Paper Corp. (I)

134 Sheridan Avenue
ALBANY, NY 12210
518 463-4417
MARY NACHISON, President
DR. JON NACHISON, Vice President
RAY J. LINCOURT, Operations Manager

Empire Paper Corp. (D†)

1033 Massachusetts Avenue
BOSTON, MA 02118
617 427-0076
EDWARD A. ROSENBLOOM, Chairman of the Board
ELLIOTT SCHNEIDER, President & Treasurer
ELLIOTT OVEN, Vice President
EDITH ROSENBLOOM, Secretary

Enterprise Paper Co., Inc. (I)

11630 Caroline Road
P.O. Box 16244 (19114)
PHILADELPHIA, PA 19154
215 676-6900
JOEL H. GOTTLIEB, President
JOSEPH BROWN, Sales Manager
PETER ISEN, Director Purchasing

Everett Wholesale Paper Co. (I†)

2914 McDougal
P.O. Box 928
EVERETT, WA 98206
206 252-2105
W.F. KNEHR, President
L.R. GAMMAN, Vice President
D.M. KNEHR, Secretary, Treasurer
P.A. KNEHR, Vice President

[redacted]

Fabricas De Papel Loreto Y Pena Pobre, S.A. (D)

Altamirano 46 San Angel
MEXICO, D.F. 01090
91(5)548-66-60
ING. JORGE GONZALEZ GOMEZ, President
RAINER LENZ E., Vice President Sales
ING. ERICH WUENSCHMANN, Vice President Productions
JAN PETER BOLBRUGGE, Sales Manager
SR. JUAN OLMEDO BADIA, Vice President Finance

BRANCHES:

Aguerrerere Y Cia, S.A (D)
MEXICO 20, D.F.
524-77-81 524-78 82
Margaritas No. 416
SR. CARLOS AGUERREBERE

Cervantes Hermanos, S.A. (D)
GUADALAJARA, JAL.
91(36) 23-09-47
Mar Rojo No. 1587
Apdo. Postal No. 1-308
SR. ENRIQUE CERVANTES

Comercializadora Nube, S.A. (D)
11500 MEXICO, D.F.
395-22-48 395-22-67
Presa de las Pilas No. 34
Col. Irrigacion
SR. FELIPE NUNEZ

Con Alonso, S.A. (D)
CHIHUAHUA, CHIH.
91(141) 3-07-77
Jose Ma. Maria No. 3711
Apdo. Postal No. 1231
SR. ALONSO MENDOZA

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PUEBLA, PUE.
91(22) 48-53-68
Av. 3 Poniente No. 2307
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91(66) 86-87-49
Calzada Guadalupe No. 15
Fracc. La Villa en La Mesa

Mercantil Salamanca, S.A. (D)
SALAMANCA, GTO.
91(464) 811-09
Juarez No. 1006-A
ING. LUCIANO ROA S.

Newberry De Chihuahua, S.A. (D)
CHIHUAHUA, CHIH.
91(141) 575-75
Independencia No. 800
SR. KEN NEWBERRY

Papeles Selectos, S.A. (D)
GUADALAJARA, JAL. 44950
22-15-49 22-15-54 91(36)
Nanche No. 1507
Jardines de la Cruz.
SR. GUILLERMO CERVANTES

Raul Bolio Gomez (D)
MERIDA, YUC.
91(992) 341-55
Calle 71 No. 484
Apdo. Postal No. 613

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91(671) 259-43
Angel Flores No. 940 Pte.
SR. MARCO ANGEL ARROYAVE

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Matamoros No. 215
Apdo. Postal No. 53
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SR. RAUL COELLO

Veracruzana De Papeles, S.A. (D)
VERACRUZ, VER.
91(293) 771-67 780-56
Prolongacion Navegantes Esq. Framboyanes
COL. REVOLUCION

Deposito Tampico (D)
TAMPICO, TAMPS.
91(121) 230-19 233-30
Dr. A. Matienzo No. 304 Nte.
Apdo. Postal No. 445
SR. ARTURO CASTELLANOS

Deposito Torreon (D)
TORREON, COAH.
91(171) 3-33-99
Gregorio A. Garcia # 557 Nte.
SR. JUAN JOSE RAMIREZ

Deposito Queretaro (D)
QUERETARO, QRO.
91(463) 288-24 243-34
Carretera San Gregorio # 102-B
ING. FEDERICO MEDINA

Fancy Pak Co. Ltd. (D†)

1195 Montee deLiesse Road
MONTREAL, QUEBEC CANADA
H4S-1J7
514 337-3242
SONNY WACHMAN, President
ARLENE WACHMAN, Secretary/Treasurer

Fargo Paper Company (D†)

1300 38th Street, North
P.O. Box 2967
FARGO, ND 58108
701 282-5311
PRENTISS H. COLE, President & General Manager
R. CHARLES PERKINS, Vice President & Treasurer
JAMES P. CRITELLI, Vice President-Industrial Papers
GERARD (JERRY) DOMPKE, Manager Printing Papers
GREG A. HANSON, Manager Sanitary & School Supplies
LLOYD L. ANDERSON, Secretary and Controller
KENNETH D. DAHL, Credit Manager
CHARLES R. UDART, Manager Information Processing Supplies

BRANCHES:

ABERDEEN, SD 57401 (†)
605 226-1118
9 N. Main Street
MELVIN GRAMS, Branch Manager

BISMARCK, ND 58501 (†)
701 223-1147
100 Third Street
MICHAEL T. McCLENNING, Branch Manager

GRAND FORKS, ND 58201 (†)
701 746-4531
201 N. 8th Street
RONALD F. BUSHY, Branch Manager

MINOT, ND 58701 (†)
701 839-1377
1608 20th Avenue S.E.
WILLIAM B. DEMARS, Branch Manager

Federal Paper, Division of Domtar Inc. (P†)

900 Upton Street
LaSALLE, QUEBEC
514 36 7650
H8R 2T9, CANADA
LARRY GARDNER, General Manager

Federation Du Commerce Des Papiers Et Cartons De France

76 Avenue Marceau
PARIS 75008
720-43-35
ROGER GLINEUR

Fidelity Paper & Supply Corporation (I)

5 Lawrence Street
BLOOMFIELD, NJ 07003
201 738-3475
PIERRE GUARIGLIA, President
DAVID GUARIGLIA, Vice President
DOMINIC GUARIGLIA, Vice President
GARY GUARIGLIA, Secretary-Treasurer

Fine Papers of Shreveport (see Virginia Paper Company/Division of Crown Zellerbach Corporation)

First State Paper, Inc. (P†)

100 Paper Place, New Castle, DE 19720
P.O. Box 10007

G

WILMINGTON, DE 19850 (mailing)
302 656-6546
RICHARD G. EMERSON, President
FRANK B. EMERSON, Vice President
DOLORES A. EMERSON, Secretary & Treasurer
RICHARD M. ZIMNY, Controller
RODNEY L. SIBERT, Sales Manager
JOHN C. MAY, Purchasing Manager

Fisher Bros. Paper Company (I†)
4115 Paper Place
P.O. Box 1720
FORT WAYNE, IN 46801
219 747-7442
THOMAS M. REHRER, President & Treasurer
FLOYD SIMS, Vice President, Marketing

BRANCHES:

JACKSON, MI 49201 (I†)
517 784-7151
543 Liberty Street
ROBERT CORWIN, General Manager

BOWLING GREEN, OH 43402 (I†)
419 352-8416
441 Pike Street
P.O. Box 373
WILLIAM BLAIR, General Manager

Fleetwood Paper Co. (I†)
10600 Seymour Avenue
FRANKLIN PARK, IL 60131
312 678-9090
FRANCIS J. HOULIHAN, President

Florida Paper Company
(see Affiliated Paper Companies)

Foley Distributing Corporation, The (I†)
P.O. Box 99
Rt. 7 North
RUTLAND, VT 05701
802 773-3738
MARK K. FOLEY, President
MICHAEL FAGAN, Sales Manager

Forest-Atwood Paper Company, Div. of Wilcox Walter Furlong Paper Company
(see WWF Paper Corp.)

Fort Smith Paper Co. (D†)
5721 So. Zero Street
P.O. Box 6358
FORT SMITH, AR 72906
501 646-6171
ROBERT C. GORDON, JR., President
ROBERT C. GORDON, MRS., Secretary & Treasurer
DON WILSON, Manager
CHARLES MITCHELL, Purchasing

DIVISIONS:

Ada Paper Co. (†)
ADA, OK 72820
403 332-7943
402 West Main Street
P.O. BOX 2076
KATHLEEN HOPKINS, Office Manager

The P.J. Fox Paper Company Inc. (D)
250 Station Street
P.O. Box 2235, 02905, Providence, RI
CRANSTON, RI 02910
401 467-3500
PAUL J. FOX, JR., President
JAMES V. FOX, Vice President
JOHN F. FOX, General Manager
RAYMOND J. GORMAN, JR., Sales Manager

Freedman, S., & Sons, Inc. (I†)
P.O. Box 1418
3322 Pennsy Drive
LANDOVER, MD 20785
301 322-5000
HERBERT F. SACKS, President
ROBERT VARNON, Vice President, Sales
DAVID GORDIN, Vice President, Purchasing
MARK FREEDMAN, Secretary-Treasurer

Frontier Paper Inc. (D)
355 E. 76th
ANCHORAGE, AK 99518
907 344-4000
GREGORY B. WILCOX, President
ELMER D. WILCOX, Vice President
HAROLD PIERCE, Treasurer

Fuller Paper Co., Inc. (I†)
3700 William Penn Highway
P.O. Box 3087
PALMER, PA 18043
215 253-3591
CHARLES W.G. FULLER, President & Treasurer
CHARLES W. (CHUCK) FULLER, Executive Vice President, Secretary & General Manager
JOSEPH J. CSASZAR, Assistant Secretary

Fulton Paper Company (I†)
1006 West 27th Street
WILMINGTON, DE 19802
302 594-0400
JOHN A. BRADLEY, President
ROBERT M. JANVIER, SR., Vice President
ROBERT M. JANIVER, JR., Purchasing Agent
JEAN G. BRADLEY, Secretary

DIVISION:

SPRINGFIELD, PA 19064 (†)
215 544-8850
1138 Baltimore Pike
KATHLEEN M. DESCANO, Manager

Fulton Paper Co., Inc (I†)
5200 Phillip Lee Dr., S.W.
ATLANTA, GA 30336
404 691-4070
MARSHALL H. HIRSCH, President
A.W. LAMB, Vice President & Treasurer
WILLIAM N. HIRSCH, Vice President & Secretary

BRANCHES:

Paper Supply Co. (I†)
ALBANY, GA 31701
912 436-3301
518 Roosevelt Avenue
BUDDY WILDES, General Manager
RUTH HATTON, MRS., Office Manager

Panama City Paper Co. (I†)
PANAMA CITY, FL 32402
904 785-9400
419 W. 5th Street
DALE SANVELSON, Office Manager

[redacted]

G.T. French Paper Ltd.
(see Balpex Inc.)

GWM Industries, Inc. (D)
161 Avenue of the Americas
NEW YORK, NY 10013
212 741-6100
RUSSELL B. (RUSS) PASFIELD, Chairman of the Board
RUSSELL A. (RUSS JR.) PASFIELD, President & CEO
RAYMOND A. (RAY) GIUSTO, Executive Vice President & Treasurer
KENNETH C. (KEN) PASFIELD, Secretary

DIVISIONS:

Millar, Geo. W., & Co.
(division of GWM Industries Inc.) (D†)
NEW YORK, NY 10013
212 741-6100
161 Avenue of the Americas
BRUCE SCHER, Sales Manager
JACK WERNER, Operations Manager

Selig Paper Company
(division of GWM Industries Inc.) (D†)
MELVILLE, NY 11747
516 293-1260
65 Maxess Road 718 895-4110
GEORGE HOWARD, President
RANDOLPH DREYER, General Operations Manager
JEFFREY HOWARD, Sales Representative

Gadsden Paper & Supply Company
(see Affiliated Paper Companies)

Garden City Paper International
(see Ris Paper Company, Inc.)

Garrett-Buchanan Co.
(see Paper Corporation of America)

Garriga Trading Co., Inc. (P)
Munet Court # 3
Caparra
GUAYNABO, PR 00657
809 781-0004
G.P.O. Box 4862
San Juan, PR 00936
IVAN GARRIGA, President
FERNANDO MARQUES, Sales Manager

Gascon Paper Company (I†)
1391 West 110th & Detroit Avenue
CLEVELAND, OH 44102
216 221-1214
J.R. PIERATT, Chairman, President, General Manager
DON M. GASCON, Executive Vice President
ROBERT MILMINE, Vice President
V. WM. SANDERSON, Treasurer
ROBERT GRAHAM, Secretary
VIVIAN BUJNOVSKY, Assistant Secretary
HAROLD BAUS, Purchasing & Wholesale Sales

Gasway, J.P., Company, Inc. (D†)
1113 Sixth Street, SE
P.O. Box 2104
CEDAR RAPIDS, IA 52406-2104
319 363-3537
WILLIAM D. GASWAY, President, Treasurer & General Manager
HARRIET A. GASWAY, Vice President & Secretary
ARLENE M. FINTEL, Assistant General Manager & Office Manager
DONALD R. FISH, Sales Manager, Schools & Institutional
KENNETH HECK, Warehouse Manager
R.S. LANE, Retail Packaging & Office Supplies Manager
S.S. GASWAY, Assistant Treasurer, Comptroller, Purchasing Agent

General Paper
(see Cincinnati Cordage & Paper Co., The)

General Paper Co., Inc. (I†)
1760 North Ardenwood
P.O. Box 1829
BATON ROUGE, LA 70821
504 927-8540
FRANCES M. ANDERSON, President
ALLYSON A. McKAY, Vice President/General Manager
DENNIS GUYBAN, Secretary & Treasurer

General Paper Goods Co., Inc. (D)
3530 Browns Mill Road S.E.
P.O. Box 699

ATLANTA, GA 30354
404 763-2556
MURRAY L. FLORENCE, JR., President
ALAN E. CAMP, Vice President, Director of Sales
W. EUGENE TARPLEY, Secretary, Treasurer

Gleason Paper Co. (P†)
4305 Oneida Street
P.O. Box 5045 T.A.
DENVER, CO 80217
303 388-4872
JAMES I. GLEASON, President
JAY GLEASON, Vice President

Goldman, G.B., Paper Co. (D†)
2201 East Allegheny Avenue
PHILADELPHIA, PA 19134
215 423-8600
NEW YORK, NY
212 966-0300
BERNARD SIMONSON, Chairman of the Board
MERVYN M. GOLDER, President
ROBERT B. GOLDER, Executive Vice President
ALBERT RESNICK, Vice President, Secretary
HARRY HOOPES, Vice President-Operations
SAUL M. CARROLL, Vice President-Finance
ROBERT RUBIN, Sales Vice President
RON RICHTER, Sales Vice President

Goodwin-Robbins Paper Co., Inc. (D†)
P.O. Box 492
84 New Salem Street
LACONIA, NH 03247
603 524-0502
DAVID P. ROBBINS, President & Treasurer
CECILE WALDRON, Comptroller
PETER ROBBINS, Vice President
RICHARD MAYO, Purchasing

Gomez, Raul Bolio
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Gordon Paper Company, Inc. (I†)
NORFOLK, VA 23501
804 464-3581
P.O. Box 1806
5713 Ward Avenue, Virginia Beach, VA 23455
TAVIA F. GORDON, President
DANIEL GORDON, Secretary-Treasurer

Gould Paper Corporation (P)
315 Park Avenue South
NEW YORK, NY 10010
212 505-1000
HARRY E. GOULD, JR., Chairman of the Board & President
D.J. LALA, Executive Vice President
PETER J. GOULD, Senior Vice President
ROBERT ANDERSON, Executive Vice President & General Sales Manager
IRVING S. KLEIN, Vice President, Secretary & Treasurer
JOSEPH A. BERGMAN, Vice President, & Controller
JERRY MUTCHNICK, Vice President-Credit Manager
MICHAEL PEARL, Vice President, Administrative Operations
ROBERT A. BROWN, Sales Senior Vice President, General Manager Book Publishing Division
RICHARD IRWIN, Sales Senior Vice President & General Manager-Publication Papers Division
JOSEPH CARPITANO, Sales Senior Vice President
ARTHUR CHAPLIN, Sales Senior Vice President
FRED COLLINS, Sales Senior Vice President
ARTHUR ENGLISH, Sales Senior Vice President
ALVIN GOLDFARB, Sales Senior Vice President
DANIEL JACKINO, Sales Senior Vice President
RICHARD MINER, Sales Senior Vice President
LOWELL ASH, Sales Vice President
FREDERICK BALLUFF, Sales Senior Vice President
BENJAMIN BIERMAN, Sales Vice President
ARTHUR BRACCO, Sales Senior Vice President
ED DELMONTE, Sales Vice President
JOHN LACY, Sales Vice President
DONALD SMITH, Sales Vice President
MARTIN ASHERY, Director-Government Sales
JOSEPH O'NEILL, Sales Vice President
ROBERT LATZEN, Sales Vice President

DIVISIONS:

Aldine Paper Company—New York (I)
NEW YORK, NY 10010
212 505-1000
315 Park Avenue South
PETER J. GOULD, President
GUY B. WHEELER, III, Executive President
KEITH M. SCHONBRUN, Vice President

Carlyle Paper Company—New York (D)
NEW YORK, NY 10010
212 505-1000
315 Park Avenue South
PETER J. GOULD, President

Gould Paper Corporation (D†)
ASTORIA, NY 11102
212 726-9509
26-15 4th Street
ROBERT VALENTINO, Manager

Gould Paper Corporation (P)
DALLAS, TEXAS 75204
214 742-4323
3003 Carlisle Avenue
BILL CRISLER, Sales Senior Vice President & General Manager

Majestic Paper Corporation (D)
NEW YORK, NY 10010
212 505-1400
315 Park Avenue South
ROBERT COLUCCO, Sales Vice President
JOHN PETRUCELLI, Sales Vice President
MARION HINDENBURG, Sales Vice President
ELLIOTT PASSO, Sales Vice President
DIXON HUNTER, Sales Vice President
PHILIP SALZMAN, Sales Vice President

Olympic Paper Co., Inc.—New York (D)
NEW YORK, NY 10010
212 505-1000
GARY ZIPPER, Sales Manager
ABRAHAM SIEGEL, Sales Vice President
MORT EISENBERG, Sales Vice President
RICHARD GREENEBAUM, Sales Vice President

Clifford-Gould Paper Corporation—New York (P)
NEW YORK, NY 10165
60 East 42nd Street
JOHN P. CLIFFORD, President

Graco Paper Co., Inc. (I†)
P.O. Box 381776
MIAMI, FL 33138
305 836-1400
HAROLD R. GRANOFF, Chairman of the Board
ROBERT I. GRANOFF, President
JEFFREY GRANOFF, Vice President & Treasurer
EVE BRENNAN, Controller

Grant Paper Co. (P†)
25 McKean Street
PHILADELPHIA, PA 19148
215 336-0500
New York 212 431-3400
DAVID ROITMAN, President
HARVEY ROITMAN, Treasurer
EUGENE AARON, Vice President Sales

Graphic Papers
(see Rolland, Inc.)

Graphic Papers, Inc. (P)
2101 Poydras
NEW ORLEANS, LA 70112
504 525-5686
504 273-3666
EARL A. SPINDEL, President & Sales Manager
E. (RUSTY) SPINDEL, Vice President
CRAIG M. SPINDEL, Vice President
ELIZABETH M. SPINDEL, Treasurer
LISA A. SPINDEL THOMPSON, Vice President

Grayco Products Corporation (I†)
[illegible]0 New York Avenue
WESTBURY, NY 11590
516 997-9200
(NYC) 718 895-9417
HERBERT GINSBERG, President
STEPHEN GINSBERG, Vice President
SHEILA MORIARITY, Office Manager
BARRY GINSBERG, Operations Manager
DAVID GINSBERG, Sales Trainer

Great Atlantic Paper Pkg. Corp.
P.O. Box 341
281-289 Butler Street
BROOKLYN, NY 11217
718 858-3636
ALVIN ROTHKOPF, President
ALAN SNEIDER, Executive Vice President
RUTH CASEY, Vice President

E. Green and Company
(see Bunzl Corporation)

Greenberg Corporation (I†)
1300 Thorndale Avenue
ELK GROVE VILLAGE, IL 60007
312 595-8990
BERNARD GREENBERG, Chairman of the Board
ROBERT MATAS, Vice President & General Manager
ROBERT LARSON, Vice President-Finance
SOL KESSLER, Vice President of Marketing
EDWIN GREENBERG, Executive Vice President
BARBARA KRIEGER, Assistant to C.E.O.
HARVEY BLATT, Sales Manager
JANET NEWHAM, Director of Purchasing

Greenson Paper Co., Inc. (I†)
Lafeyette Avenue
P.O. Box 2133R
MORRISTOWN, NJ 07960
201 538-0100
A. GREENGOS, Chairman
K. GREENGOS, President
L. GREENGOS, Vice President

Groupex Distribution Inc.
(see Balpex Inc.)

John Groves Co. (I)
412 E. 8th Avenue
HOMESTEAD, PA 15120
412 462-7900
IRENE GROVES WEISS, President
RENEE GROVES LEONARD, Vice President
WALTER F. LEONARD, General Manager

Guardian Paper Corporation (P†)
622 Scott Blvd.
COVINGTON, KY 41011
606 491-3911

H

JEFFREY L. SCHULER, President-Treasurer
RUTH M. SCHULER, Vice President
DOUGLAS A. SCHULER, Secretary

Gulfport Paper Co., Inc. (I†)
3019 15th Street
P.O. Box 4048
GULFPORT, MS 39501
601 863-8031
W.C. BOEHMER, Chairman
RICHARD H. BOEHMER, President
EDWARD W. ESTES, Vice President Sales
M. CURTIS GENTRY, Secretary

Gummed Papers of America, Inc.
Excel Paper Division (P†)
1001 W. Van Buren Street
CHICAGO, IL 60607
312 243-6860
DAVID M. COHN, President
ARLYNE DRUCKMAN, Controller
MICHAEL J. VRBANCIC, Assistant General Manager
GREGORY KESTLER, Customer Service Manager
SUSAN HUDSON, Credit Manager
KATHY OTTEN, Director of Marketing

Halls Canada Paper, Div. of Domtar Inc. (P)
46 Hollinger Road
TORONTO, ONTARIO
416 751-3314
M4B 3G5, CANADA
J. HENDERSON, General Manager

Hammermill Distribution Group (D)
1540 East Lake Road
P.O. Box 10050
ERIE, PA 16533
814 456-8811
RICHARD A. REEVES, Vice President
E. C. (SAM) SAMUEL, Group Controller
(See Carter Rice, CDA Distributors and Western Paper Company)

Harco Paper Co. (I†)
1122 Street Road
SOUTHAMPTON, PA 18966
215 357-5445
215 677-8801
HARRY COMER, President & Sales Manager
ANITA COMER, Secretary-Treasurer

Harlem Paper Products Corp. (I†)
515 Truxton Street
BRONX, NY 10474
212 542-3500
BERNARD MARSH, President
MARTIN MARSH, Vice President & Secretary
RAYMOND J. KOHN, Treasurer & Marketing Director
JOSEPH UROW, Comptroller
DAVID WARREN, Operational Manager

Harrisburg Paper Company (see CDA Distributors)

Haseldonckx (D)
Breker, 40
B. 1703 Kobbegem
BELGIUM
32 452 87 55
Telex 21 858
J. PAIS, Adm.-Dir,-General

Hathaway Paper Company (I)
P.O. Box 1618
Highway 340 South
WAYNESBORO, VA 22980
703 949-8285
CURTIS HATHAWAY, President, Treasurer
STEPHANIE A. HATHAWAY, Vice President, Secretary
LAURIE THACKER, Purchasing Agent/Operations Manager

Havill. T., Inc. (D†)
11970 Albert Hudon Boulevard
MONTREAL NORTH, QUEBEC
514 321-8820
H1G 3K3, CANADA
R.D.G. HAVILL, President & Secretary
R.T.L. HAVILL, Vice President & Treasurer
A. JUTEAU, Sales Manager Printing Division
J.G. PALIN, Sales Manager Inplant Division

Hearn Paper Company, The (D†)
556 North Meridian Road
P.O. Box 2493
YOUNGSTOWN, OH 44509-0493
216 792-6533
J.E. (JOE) BAKALIK, President
LAWRENCE J. (LARRY) ORTZ, Vice President & General Manager
BRYAN K. REED, Secretary-Treasurer
GABRIEL COVAS, Vice President & Sales Manager

Heller & Usdan, Inc. (D†)
7 Caesar Place
MOONACHIE, NJ 07074
201 933-8100
212 226-5200
MARTIN J. USDAN, President
N.H. USDAN, Executive Vice President
RAYMOND F. BAKER, Vice President Operations
RALPH J. WINARD, Vice President, Paper & Converting Group
LAWRENCE KUSIK, Vice President, Administration
ERIC KIRCH, Vice President, Specialty Group
DON MALCUIT, Vice President Packaging
SHELDON H. FREEMAN, Vice President Industrial
J.J. RAGUSA, Vice President, Finance & Treasurer

Henley Paper Co. (D†)
8400 Triad Drive
Triad Industrial Park
P.O. Box 20408 (27420)
GREENSBORO, NC 27409
919 668-0081
NIXON C. HENLEY, President & Chief Executive Officer
A.B. HENLEY, JR., Chairman of the Board & Secretary
CHARLES G. KENNEDY, Treasurer & Assistant Secretary
CHARLES I. ALLRED, Executive Vice President of Operations
PEYTON N. SHANER, JR., Vice President, Printing Papers
WILLIAM C. PARKS, JR., Vice President, Industrial Papers
ORREN R. MASON, Director of Purchasing, Industrial Papers
C. LARRY HEDRICK, Director of Purchasing, Printing Papers
O. McMULLAN, Vice President

Henley Paper Company Greensboro Division (D†)
GREENSBORO, NC 27409
919 668-0081
8400 Triad Drive
P.O. Box 20408 (27420)
CHARLES A. COLLINS, Division Manager

DIVISIONS:

CHARLOTTE, NC 28217 (D†)
704 588-1400
10720 Nations Ford Road, P.O. Box 7006
HUBERT N. HELMS, Operations Manager
LEE HOSTETLER, Division Manager
STEVE SELVEY, Sales Manager Printing

ASHEVILLE, NC (D†)
704 684-1332
3175 Sweeten Creek Road, Skyland, NC
P.O. Box 1040 (28776)
GEORGE HOFFMAN, Division Manager

HICKORY, NC 28601 (D†)
704 328-1886
2835 Tate Boulevard
P.O. Box 2303 (28601)
GEORGE HOFFMAN, Division Manager

GREENVILLE, SC 29687 (D†)
803 268-7750
103-A Watson Road, Taylor, SC
P.O. Box 775 (29687)
LYLE CHAMPION, Division Manager

RALEIGH, NC 27619
919 872-8110
1601 Wolfpack Lane
P.O. Box 18365
DAVID K. HOCKENBERRY, Division Manager

RALEIGH, NC 27619
919 872-8110
1601 Wolfpack Lane
P.O. Box 18365
DAVID K. HOCKENBERRY, Division Manager

HIGH POINT, NC 27261
919 887-2637
613 Prospect Street
P.O. Box 2673
RON FLORENCE, Manager-Converting Division

Heritage Paper Company, Inc. (I†)
4011 Morton Street
P.O. Box 23517
JACKSONVILLE, FL 32217
904 737-6603
ROBERT F. (BOB) PURSER, President & Chairman of the Board
JOHN A.H. MURPHREE, JR., Vice President, Secretary & Treasurer
JOHN H. BUCKNER, Vice President
ROBERT F. PURSER, JR., Vice President & Director of Purchasing
SAMUEL C. POLK, Vice President

BRANCHES:

Heritage Paper Company, Inc. of Orlando (I†)
ORLANDO, FL 32808
305 293-1110
2640 Mercy Drive
HARRISON "RIP" K.T. VOORHEES, Vice President & General Manager

Coleman Paper Company, Inc. (I†)
VIDALIA, GA 30474
912 537-9231
407 East Main Street
SAMUEL C. POLK, Vice President & General Manager

Heritage Paper Company, Inc. of Tampa (I†)
TAMPA FL 33605
813 248-3330
4757 Distribution Drive
JAMES S. KING, Vice President & General Manager

St. Lucie Chemical & Supply (I†)
STUART, FL 33494
2885 S.E. Jefferson Street
JAMES C. CURRIE, Vice President & General Manager

Herrington Paper Co. (P†)
4880 Hills & Dales Road N.W.
CANTON, OH 44708
216 477-3411
RONALD D. CULLEN, President & Treasurer
JOSEPH R. CULLEN, Vice President-Sales
JEANNE M. CULLEN, Secretary-Vice President

Hershey Paper Company (I†)
3650 Hempland Road
P.O. Box 4247
LANCASTER, PA 17604
717 285-3151
CHARLES H. MILLER, President
STEPHEN H. MILLER, Vice President

Hess, R.L. Company, Inc., The (I†)
2260 Harrison Street
P.O. Box 1006
NEENAH, WI 54956
414 722-6500
RICHARD L. HESS, President
SUSAN H. HESS, Vice President, Secretary

Holmberg Company Inc. (P)
14903 DeVeau Place
MINNETONKA, MN 55345
800 328-5101
ALBERT E. HOLMBERG, Chief Executive Officer
THOMAS A. HOLMBERG, President
RICHARD S. HAGBERG, Production Manager
LOCKE M.PERKINS, Sales Manager

Hope Dispensing Systems
207 Buffalo Street
MILWAUKEE, WI 53202
414 271-2933
SAMUEL N. HOPE

The Horn Corporation (I)
Westford Road
P.O. Box 190
AYER, MA 01432
617 772-0290
ROBERT H. LANG, JR., President and Chief Executive Officer
JOHN A. HUGHN, Vice President-Treasurer
NORBERT V. REARDON, III, Vice President, Sales Manager
MIKE HIGNETT, Industrial Paper Division Manager
CHARLES RIZZO, P.A.

BRANCH:

WALLINGPORT, CT 06492 (I)
203 284-0333
34 Capital Drive
ROGERT LIUZZI, Branch Manager

Horwitz Paper & Packaging Co. of Elmira, New York, Inc. (D†)
625 Philo Road West
P.O. Box 866
ELMIRA, NY 14902
607 739-3666
ROBERT K. WATKINS, President
OSCAR F. MAYES, JR., Vice President
EDWARD L. SHEIVE, Secretary
PATRICK S. BONNELL, Operations Manager
MARTIN BALDWIN, Manager, Sanitary Products Division
MARK R. WATKINS, Marketing Manager
DANIEL J. MAYES, Purchasing Manager

Hubbs & Howe Company, Inc. (D†)
2200 Harlem Road
BUFFALO, NY 14225
716 895-7900
FRANKLYN F. SCHAFER, JR., President
WILLIAM H. BIRKMAYR, Chairman of the Board Executive Vice President & Treasurer
PHILIP H. HANS, Senior Vice President
ALAN MUNCIL, Sales Manager, Fine Paper
GERALD G. BUTLER, Sales Manager, Fine Paper

BRANCHES:

ERIE, PA 16501 (†)
814 454-0151
1901-05 Peach Street
JAMES J. FELIX, Vice President

ROCHESTER, NY 14606-1896 (†)
716 254-7070
(Mailing address: P.O. Box 1332, 14603-1332)
573 Lyell Avenue
WILLIAM S. AVERY, Vice President

Miller Paper Co. Division (†)
SYRACUSE, NY 13206
315 437-8544
101 Danzig Street
JOSEPH R. BURG, Vice President

UTICA, NY (†)
P.O. Box 150
105 Main Street
Whitesboro, NY 13492
315 768-8181
JOSEPH R. BURG, Vice President

Hudson City Paper Company Inc. (P†)
12 York Avenue
WEST CALDWELL, NJ 07007
NJ 201 226-1811
NY 212 695-2287
KENT WESTHELLE, President
ROBERT WESTHELLE, Vice President & Secretary
STEVEN WETZEL, General Manager
CARL WESTHELLE, Treasurer

Hudson Paper Company, The (D†)
1341 W. Broad Street
P.O. Box 669
STRATFORD, CT 06497
203 324-6135
MILTON H. WILK, President
SEYMOUR WILK, Vice President & Secretary
RICHARD M. WILK, Treasurer
JOSEPH E. BUSAK, Vice President Finance & Administration
EDWARD HAUSER, Vice President, Sales

Hudson Valley Paper Company (P†)
981 Broadway
P.O. Box 1988
ALBANY, NY 12201
518 436-8481
SYDNEY T. JONES, III, President, Treasurer
BEN GIAGNI, Vice President
R. DONALD BECKLEY, Secretary, Controller
JOSEPH TIERNEY, Customer Service Manager
DAVID MANONI, Inventory Manager
JOHN HAULIK, Credit Manager
RON WITKOWSKI, Operations Manager

BRANCHES:

Hudson Valley Paper Company - Binghamton (†)
ENDWELL, NY 13760
607 748-7315
107 Brink Street
LEONARD DITTON

Hudson Valley Paper Company - Burlington (†)
WILLISTON, VT 05495
802 862-4289
Avenue C
Griswold Industrial Park
WILLIAM DUNN, Branch Manager

Hull Paper Company (P†)
100 South Clinton Street
DAYTON, OH 45402
513 228-7154
ROBERT K. HULL, President, Treasurer
GERALD R. CALLAHAN, Vice President
PATRICIA A. HULL, Secretary

BRANCH:

COLUMBUS, OH 43229 (†)
614 846-3485
6999 Huntley Road
JOHN F. STREIT, Vice President, Manager
WILLIAM HOSKET, Manager

Hunter Paper Co. (D†)
220 Coster Street
BRONX, NY 10474
212 893-1200
JOEL KAPLOWITZ, President
BERT KAPLOWITZ, Vice President
MICHAEL KAPLOWITZ, Secretary-Treasurer

Hy-Grade Distributors, Inc. (I)
574 Main Street
TONAWANDA, NY 14150
716 695-3960
SAMUEL C. GIANGRECO, Chairman
AVROM P. STERMAN, President
JOSEPH M. FRAWLEY, Vice President Janitorial & Maintenance
PAUL GIANGRECO, Vice President, Sales
DOUGLAS MARSHALL, Vice President, Marketing
JOHN J. CALLEA, General Manager
MARTIN FALK, Purchasing Manager
ROSEMARIE RUSCH, Purchasing Agent
MICHAEL P. PRZESTAWSKI, Controller

I Supply Co. (I†)
P.O. Box 929
216 S. Lowry Avenue
SPRINGFIELD, OH 45501
513 323-4904
GERALD L. (JERRY) PARISI, President
GARY D. LATHAM, Vice President of Marketing
ANITA L. BOSHEARS, Treasurer
ROBERT FANNIN, Director of Purchasing
PAUL SLAGLE, Sales Manager

Image Supply Inc. (I)
2114 N. Cedar Street
LUMBERTON, NC 28358
919 738-1166
DAVID L. EDGE, President
DONALD P. SMITH, Sales Manager
RONALD BARBER, Treasurer

Imperial Bag & Paper Co., Inc. (I†)
1390 Spofford Avenue
BRONX, NY 10474
212 542-1100
MICHAEL NASH, President
STEPHEN NASH, Executive Vice President
GERALD SOLOMON, Vice President

Impressions Paper & Supply Corp. (P†)
733 Canal Street
STAMFORD, CT 06902
203 359-8800
RAYMOND A. GERMIN, President
MICHAEL P. NEGRI, Executive Vice President
PAUL D. COLLINS, JR., Vice President
SEELEY POWLEY, Manager, Customer Service

Industrial Packaging Systems
(see Alling and Cory)

Industrial Paper Corporation (I†)
5020 Bakers Ferry Road, S.W.
ATLANTA, GA 30336
404 691-9560
JACK LICHTENSTEIN, Chairman of the Board
MARK LICHTENSTEIN, President
ELSIE LICHTENSTEIN, Vice President

Industrial Wiper Supply & Paper Company (I)
155 Sixth Street
P.O. Box 195
CHELSEA, MA 02150
617 884-5550

I

EDWARD J. CALLAHAN, President
DENNIS J. McGURK, Vice President

Ingalls, Cronin Company (see Carter Rice)

Inlander-Steindler Paper Company Corporate Offices (D†)

2100 Devon Avenue
ELK GROVE VILLAGE, IL 60007
312 952-2000
HERBERT C. ALTHOLZ, Chairman of the Board and Chief Executive Officer
THOMAS I. ALTHOLZ, President and Chief Operating Officer
JAMES F. KERCH, Vice President
RICHARD A. MIGNANO, Vice President, Sales & Marketing
JOHN T. COULEUR, Vice President of Operations
RONALD G. HILTON, Corporate Controller
MARK R. BROWN, Director of Data Processing
BRUCE W. STONE, Director of Credit Administration

BRANCHES:

ELK GROVE VILLAGE, IL 60007 (D†)
312 952-2000
2100 Devon Avenue
JAMES D. KIMMITT, Branch Manager
MARK GIANNESCHI, Operations Manager

SOUTH BELOIT, IL 61080 (D†)
815 389-3721
5466 Rockton Road
P.O. Box 2499, Rockford, IL 61132
JAMES F. KERCH, Branch Manager
TERRY A. LARSON, Operations Manager

QUAD CITIES (D†)
309 787-7905
912 East 8th Street
P.O. Box 960, Milan, IL 61264
THOMAS A. NUSBAUM, Branch Manager
MICHAEL J. DAFFARA, Operations Manager

MILWAUKEE, WI 53051 (D†)
414 783-5555
W134N 5373 Campbell Drive
Menomonee Falls, WI 53051
RICHARD F. BARTMAN, Branch Manager
DAVID M. ONDRACEK, Operations Manager

SOUTH BEND, IN 46614 (D†)
219 291-7412
915 West Ireland Road
P.O. Box 2918, South Bend, IN 46680
JAMES E. BLILER, Branch Manager
KENT A. DENNIS, Operations Manager

HAMMOND, IN 46323 (D†)
219 972-1747
312-474-1332
2001 North Cline Avenue
P.O. Box 718
Griffith, IN 46319
JAMES E. BLILER, Branch Manager

MADISON, WI 53716 (D†)
608 222-4122
1250 Femrite Drive
P.O. Box 6173
JAMES F. KERCH, Branch Manager

Inter-City Paper Company (P†)

432 Front Avenue
ST. PAUL, MN 55117
612 228-1234
(Mailing Address: P.O. Box 43571, St. Paul, MN 55164-0571)
WILLIAM LAUGHLIN, President & Chief Executive Officer
KENNETH F. LUKASKA, Executive Vice President
LA MAR LUNDELL, Vice President
CHARLES A. BELLAND, Vice President & Treasurer
JOHN HALLBERG JONES, Vice President, Mill Department Manager
GREGORY W. JOHNSON, Vice President, Customer Service Manager
TIMOTHY W. CLARK, Administrative Assistant
ROBERT K. DOWLER, Special Projects Manager

Inter City Papers Limited Sub. Abitibi-Price Inc. (ID)

Head Office
150 Clement Street
LA SALLE, MONTREAL, QUEBEC, CANADA
514 365-7231
(Mailing Address: P.O. Box 600, LaSalle, Que., H8R 3Y5)
J. CHIPMAN, President & Chief Executive Officer
H. HILDEBRAND, President, Price Wilson Merchant Division
Y. MONTMARQUETTE, President, Canadian Printing Papers Division
L.V. PARK, Vice President
K.I. GORDON, Vice President
J. HENRY, Vice President
M. KAHN, Vice President
C.E. RANDALL, Vice President
P. BLACKFORD, Vice President

BRANCHES:

Inter City Papers Limited (P†)
MISSISSAUGA, ONTARIO
416 276-8400
L5A 1Y1
560 Hensall Circle
(Mailing Address: P.O. Box 3050, Station "A"
Mississauga, Ont. L5A 3S7)
J. HENRY, Vice President & General Manager

Inter City Papers Limited (P†)
LONDON, ONTARIO
519 686-5681
N6A 4E3
1505 Sise Road
W. THOMPSON, Branch Manager

Inter City Papers Limited (P†)
OTTAWA, ONTARIO
613 238-4672
K1G 4A2
940 Belfast Road
BILL CULBERT, Branch Manager

Inter City Papers Limited (P†)
HALIFAX, N.S.
902 454-5879
B3K 2V5
6374 Forrester St.
DON STARK, Branch Manager

Inter City Papers Limited (P†)
WINNIPEG, MANITOBA
204 632-0852
R2X 2X9
1453 Church Ave.
W. LANIUK, Branch Manager

Lawrence Newfoundland (D†)
ST. JOHN'S, NEWFOUNDLAND
709 722-5216
P.O. Box 8003, Station A
A1B 3M7
26 Austin St.
R. LAMB, Branch Manager

Lauzier Little Inc. (D†)
LA SALLE, QUEBEC
514 367-3111
H8R 3W1
150 Clement St.
(Mailing Address: P.O. Box 600 LaSalle, Que. H8R 3Y5)
Y. MONTMARQUETTE, President
S. VERRONNEAU, General Manager

Lauzier Little Inc. (P†)
QUEBEC, QUEBEC
418 681-4195
G1N 2E5
Centre Commercial Lavoisier
1990, boul. Charest Ouest
A. JUNEAU, Branch Manager

Inter City Papers Limited (§)
RICHMOND, B.C.
V6X 1X5
No. 226-7080 River Road
P. PURCELL, Branch Manager

DIVISIONS:

Inter City Papers Limited
Price Wilson Division
Head Office (I)
MISSISSAUGA, ONTARIO
416 276-8500
L5A 1Y1
560 Hensall Circle
H. HILDEBRAND, President, Price Wilson Merchant Division

Inter City Papers Limited
Price Wilson Division (I†)
OTTAWA, ONTARIO
613 741-2330
K1B 3R1
1480 Michael St.
L.J. WEATHERDON, Branch Manager

Inter City Papers Limited
Price Wilson Division (I†)
MISSISSAUGA, ONTARIO
416 678-2210
L4V 1K3
6525 Northwest Drive
D. RUBINO, Central Regional Manager
D. MacKENZIE, Market Support Manager, Plastic Packaging Services

Inter City Papers Limited
Price Wilson Division (I†)
LONDON, ONTARIO
519 681-0100
N6E 1K4
481 Newbold St.
P. PECOSKIE, Branch Manager

Inter City Papers Limited
Price Wilson Division (I†)
WINNIPEG, MANITOBA
204 786-8845
R3G 3H3
850 Empress St.
S. PITKIN, Branch Manager

Inter City Papers Limited
Price Wilson Division (I†)
EDMONTON, ALBERTA
403 452-7570
T5M 3T3
11616 - 163rd Street
B. JOHNSON, Prairie Regional Manager

Inter City Papers Limited
Price Wilson Division (I†)
CALGARY, ALBERTA
403 279-1990
T2C 2J5
8081A - 40th St. S.E.
J. KOLIDA, Branch Manager

Inter City Papers Limited
Price Wilson Division (I†)
ST. LAURENT, QUEBEC
514 334-6210
H4R 1R2
3737D Côte Vertu
P. ROBERT, Eastern Regional Manager
Y. GIRARD, Branch Manager

Inter City Papers Limited
Price Wilson Division (I†)
DUBERGER, QUEBEC
418 683-2256
G1N 4A4
1485 rue Provinciale
A. McGRAW, Branch Manager

Inter City Papers Limited
Price Wilson Division (I†)
MONCTON, N.B.
506 854-2837
E1E 1C8
290 Baig Blvd.
Moncton Industrial Park
R. BOUDREAU, Branch Manager

Inter City Papers Limited
Price Wilson Division (I†)
RICHMOND, B.C.
602 273-1892
V6X 1X5
No. 226 - 7080 River Road
L. THOMAS, Western Regional Manager

Inter City Papers Limited
Price Wilson Division (I†)
CENTRAL SAANICH, B.C.
604 652-3977
6858 Veyaness Road
R.J. CRAVEN, Branch Manager

Inter City Papers Limited
Price Wilson Division
Mill Sales (I†)
LA SALLE, QUEBEC
514 364-2263
H8R 3W1
150 Clement St.
D.R. MacRAE, Manager Marketing

Price Wilson Inc.
Lachute Mill (I†)
LACHUTE, QUEBEC
514 562-8585
J8H 3X5
115 Princess St.
C.R. RHEAUME, Plant Manager

Price Wilson Inc.
Mill Sales (I†)
HALIFAX, N.S.
902 455-6564
B3K 2V5
6374 Forrester St.
R. BLAKEBURN, Maritime Sales Manager

The Paper Centre
Division of Inter City Papers Limited
MISSISSAUGA, ONTARIO
416 624-4100
L4W 1E3
5170 Dixie Road, Unit 2
T. BELLEMARE, Store Manager

The Paper Centre
Division of Inter City Papers Limited (P†)
TORONTO, ONTARIO
416 593-6100
M5V 1P7
299 Adelaide West
E. BAUGHAN, Store Manager

Plastic Packaging Services
Division of Inter City Papers Limited
RICHMOND, B.C.
604 273-3134
V6X 1X5
# 226, 7080 River Road

Plastic Packaging Services
Division of Inter City Papers Limited
MISSISSAUGA, ONTARIO
Sales Call
416 673-0023
L4V 1K3
6525 Northwest Drive

Plastic Packaging Services
Division of Inter City Papers Limited
ST-LAURENT, QUEBEC
514 334-6210
H8R 1R2
3737D, Cote Vertu
L. JULIEN, Market Support Manager

Azerty Division
Information Processing Supplies
NORTH TONAWANDA, NEW YORK
14150
716 694-2543
180 Wales
BILL DUEGER

SUBSIDIARY:

Whitaker Carpenter Paper Company (P)
ELK GROVE VILLAGE, IL 60007
312 595-3300
2651 Carl Boulevard
THOMAS J. WASHBURN, President

DETROIT, MI
313 528-9260
1441 East Maple Road
Suite 312, Troy, MI 48084
L. TAKALO, Vice President

NASHVILLE, TN
615 459-9576
Bolin Towers
U.S. 41 South, Smyrna, TN 37167
D. DUMM, Vice President

MILWAUKEE, WI 53209
414 445-8240
7161 North 43rd Street
J. STROHM, Vice President

APPLETON, WI 54911
414 731-6339
230 North Morrison Street
W. ZANZIG, Vice President

Interstate Wrapping Products Co. (I†)
2575 Lemoyne
MELROSE PARK, IL 60160
312 344-9807
TENNY NATKIN, President
HERBERT S. NATKIN, Vice President

Iowa Paper Company (D†)
911 Sycamore Street
P.O. Box 2128
WATERLOO, IA 50704
319 234-6805
ANTHONY R. KUPRIS, Chairman of the Board
JERRY L. KUPRIS, President & Treasurer
LINDA O. KUPRIS, Vice President & Secretary
DON T. KELLY, Office Manager
E.C. FOSTER, Warehouse Manager
DUANE MANDERFIELD, Credit Manager
DAVIS SCHROEDER, General Sales Manager
JAMES L. MILLER, Sales Manager-Fine Papers
C. COOPER TAYLOR, Sales Manager-Industrial Papers
STAN PATERNI, Sales Manager, Tapes & Packaging
VIRGIL SELL, Sales Manager-Specialty Papers
TOM McCUNNIFF, Sales Manager, Copier Papers
KRISTIN L. DURNIN, Purchasing

Iroquois Paper Co. Division of Iroquois Industries Corp. (I†)
2220 West 56th Street
CHICAGO, IL 60636
312 436-7000
MARVIN B. GORDON, Chief Executive Officer
ALAN R. GORDON, President & General Manager
SANTO S. AIELLO, Vice President, Carton Division
RALPH A. SELLE, Vice President
JOHN J. WATERS, Products Division General Manager
MARCY TRZESNIEWSKI, Sales Coordinator
JAMES F. BRACE, Vice President, Finance
DAVID PEED, Director of Purchasing

Irwin Paper Co.
(see Distribix, Inc.)

Isaac Ibarra Juarez
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

J B Papers, Inc. (P†)
1121 Springfield Road
P.O. Box 560
UNION, NJ 07083
201 964-4500
BERNARD BLOOM, Chairman & Treasurer
ABE BLOOM, Vice Chairman
RAPHAEL (RAY) CHIMOFF, Sales Manager
JONATHAN O. BLOOM, President

BRANCHES:

NEW YORK, NY 10011 (§)
212 929-7810
150 5th Avenue - Suite 717
BOB WEILL, Executive Vice President
LEONARD BATTANE, Special Accounts Manager
JERRY NACHBAR, Director of Communications

TRENTON, NJ 08608 (§)
609 896-1700
143 E. State Street
RAY CHIMOFF, Executive Vice President & Manager

HUNTINGTON STATION, NY 11746 (§)
516 293-8811

J.M. Sales, Inc. (D)
2969 N.W. 77 Avenue
MIAMI, FL 33122
305 591-2170 or 2171
JAMES R. MEADE, President
JAMES T. MEADE, Vice President
WALTER L. DEUSCH, Sales Manager
GISELA N. MEADE, Treasurer

Jackson Paper Co. (D†)
P.O. Box 3020, West Jackson Station
Galiatin Street
JACKSON, MS 39207
601 352-0837
J.B. THOMPSON, JR., President
T.E. ALLEN, Vice President
C.W. BAKER, Vice President, Secretary, Treasurer
J.P. ARCHER, Vice President, General Sales Manager
B.J. GRAVES, Vice President, Manager Printing Papers
JIM M. WHITE, Vice President, Sales Manager, Industrial Papers
A.G. EDGAR, JR., Vice President, Marketing Manager, Printing Papers
FRANK CUPIT, Manager, Janitorial Supplies

BRANCHES:

Newell Paper Co. (D†)
COLUMBUS, MS 39701
601 327-1467
P.O. Box 1278
J.B. THOMPSON, Chairman of the Board
T.E. ALLEN, President
B.J. ROBINSON, Vice President, Manager
C.W. BAKER, Vice President, Secretary, Treasurer

MERIDIAN, MS 39302 (D†)
601 693-1783
P.O. Box 631
J.B. THOMPSON, Chairman of the Board
T.E. ALLEN, President & Manager
C.W. BAKER, Vice President, Secretary, Treasurer

Jedco Paper Corporation (I†)
P.O. Box 328-E. Lancaster Street
RED LION, PA 17356
717 246-1651
DAVID L. DEHOFF, President
BRADLEY C. DEHOFF, Sales Manager
THOMAS FURIA, Treasurer

Jersey Paper Company
(see Bunzl Corporation)

Johnson Paper & Supply Company (I†)
806 14th Avenue. N.E.
MINNEAPOLIS, MN 55413-1595
612 333-6308
RONALD W. JOHNSON, President
ALAN A. JOHNSON, Secretary-Treasurer

Johnson Wholesale (I†)
8249 Skylane Way
P.O. Box 1110
PUNTA GORDA, FL 33951-1110
813 639-2181
ROY W. JOHNSON, Owner

Johnston Paper & Packaging, Co., Inc. (I†)
21 Allen Street
AUBURN, NY 13021
315 253-8435
315 253-8436
315 253-9580
315 685-3360
MICHAEL D. MAY, General Manager
EILEEN M. MAY, President
D. KRIS MAY, Vice President
LUKE RYBARCZYK, Sales Manager
BONNIE CASEY, Office Manager

K

Jordan Paper Products Inc. (I†)
701 West 23rd Street
P.O. Box 1289
MUNCIE, IN 47302
317 289-7121
NELSON HEINRICHS, President
KAREN HEINRICHS, Vice President
DONALD WIMMER, General Manager
CHARLES CLARK, Treasurer

SUBSIDIARIES:

McMurtry-Martin Papers, Inc. (D†)
EVANSVILLE, IN 47732
812 422-1184
27 Pasco Street
P.O. Box 3395
WAYNE R. RAY, President
THOMAS R. MILLS, Manager Coarse Paper Sales
HARRY H. WESTERMAN, Manager Fine Paper Sales

Richard & Simmons, Inc. (I†)
Scottissue Towel Service
COLUMBUS, OH 43215
614 221-6728
260 E. Naghten Street
JACK W. RICHARDS, President
SAMUEL A. SIMMONS, Treasurer

Judd Paper Company (D†)
92 Race Street
P.O. Box 669
HOLYOKE, MA 01041
413 534-5661
WILLIAM C. JOLICOEUR, President & Treasurer
PATRICIA A. JOLICOEUR, Assistant Treasurer
ROBERT P. ANDREWS, Sales Manager
MYRA H. KOCZOCIK, Office Manager

BRANCH:

HOLYOKE, MA 01041 (§)
413 534-5661
ROBERT P. ANDREWS, Sales Manager
MARK J. MULLIN

[redacted]

Kansas City Division
(see Paper Corporation of America)

Kaplan Paper Co. Division Seattle Packaging Corp. (P†)
2700 Fourth Avenue South
SEATTLE, WA 98134
206 622-8225
DONALD E. BARNARD, Corp. President
GORDON M. YOUNGER, Corp. Vice-President
LEON KAPLAN, General Manager
ARVID HANSEN, Sales/Marketing Manager
DWAINE WEISS, Operations Manager
SHARON BRASEL, Purchasing/Merchandising
KATHERINE THOMPSON, Officer Manager

BRANCH:

Kaplan Paper Co. (P†)
1255 S.W. Burlington Drive
BEAVERTON, OR 97006
503 641-9227
JAMES J. SWEENEY, General Manager
STUART NESTOR, Sales Manager
TERRI TUCKER, Purchasing Agent
KATHY BUSHNELL, Office/Credit Manager

Katzke Paper Co. (I)
2495 S. Delaware Street
DENVER, CO 80223
303 744-3546
G.C. KATZKE, President
J.C. (DOC) GIMBEL, Vice President
C.J. KATZKE, Data Processing Manager
M.J. HALBACH, Purchasing Manager

Kaumeyer Paper Limited (I†)
P.O. Box 480
NIAGARA FALLS, ONTARIO
416 227-0000
JOHN M. BOSELA, General Manager
GLEN W. MUMBERSON, Sales Manager

BRANCH:

BURLINGTON, ONTARIO (I†)
416 632-6660
L7L 5K2, CANADA
5230 South Service Road
GLEN MUMBERSON, Manager

Kaumeyer Paper Products Ltd.
(see Balpex Inc.)

Kayboys Empire Paper Co., Inc. (I†)
11 Azar Court
BALTIMORE, MD 21227
301 247-5000
HARRY KREITZER, Chairman of the Board
MYRON KREITZER, President
ALBERT KREITZER, Vice President

Kaymac Paper Company (I†)
1601 Lyte Street
DALLAS, TX 75201
214 742-3171
FRANK W. TILLEY, President
C.S. (SAM) BASS, Executive Vice President & General Manager
BOB A. BUCHANAN, Vice President
MARY CONSTANCE BECK, Treasurer

Keene Industrial Paper Company, Inc. (I)
104 Emerald Street
KEENE, NH 03431
603 352-6405
P.A. CHAMBERLIN, President
M.L. GEORGINA, General Manager
W.O. O'MEARA, Vice President
M.T. CHAMBERLIN, Treasurer
F.H. AYER, Secretary

Keldon Paper Co. (P†)
1357 E. 16th Street
LOS ANGELES, CA 90021
213 746-0910
DONALD E. KELLY, President
VIRGINIA KELLY, Vice President
ED LITTLE, Treasurer

Kelly Paper Company (P†)
1441 E. 16th Street
LOS ANGELES, CA 90021
213 749-1311
J. ARTHUR KELLY, President
WILLIAM J. (BILL) CULLINANE, General Manager & Vice President
ROBERT CARVELL, Merchandise Manager

Kerr Distributing, Inc.
6500 Washington Street
P.O. Box 9085
AMARILLO, TX 79105
806 376-4591
ROBERT WELLS, President
MARVIN FULLER, Executive Vice President
JOE LOVAN, Vice President

BRANCH:

Kerr Permian
ODESSA, TX 79761
915 337-4046
100 North Hancock
JACKIE JORDAN, Manager

Keynes, Milton
(see Quaife, Alfred & Co., Ltd.)

Killhour Commercial Paper Company (D†)
7825 Holstein Avenue
PHILADELPHIA, PA 19153
215 365-4004
JAMES W. BARRETT, President
WILLIAM G. KILLHOUR, JR. Vice President
MELVIN J. SCHWARTZ, Vice President
DAVID POLYS, Marketing Services Manager
CLIFF BATE, Controller
MARINA I BARRETT, Secretary

BRANCH:

YORK, PA 17405 (D†)
717 846-8725
736 Vander Avenue
CLIFF BATE, General Manager
BARRY RATHVON, Assistant Manager

G.A. Rinn Paper Co. (P)
ALLENTOWN, PA 18001
215 435-3584
1101 N. Plymouth Street
P.O. Box 2567
GEORGE MILLER, Sales Manager
MARY HEINTZELMAN, Office Manager
TOM GOODWIN, Operations Manager

Kirk Paper Company, Inc. (P†)
6550 E. Washington Boulevard
LOS ANGELES, CA 90040
213 685-7460
WILLIAM M. CLOSE, Chairman of the Board & Chief Executive Officer
PETER S. VANDERHYDEN, President
WALTER E. HOWILER, JR., Chairman of the Board
JOSEPH P. DUNNE, Finance & Accounting
DENNIS A. BIGGS, Vice President-Sales Commercial Paper Division
EUGENE H. JACOBS, Vice President, Manager Information Systems
ROBERT L. McPHERSON, Vice President, Marketing Services
P.G. HUCKABEY, Vice President & Development
WAYNE W. BUSTLE, Director of Store Operations, Self Service Division
THOMAS J. FOY, Director of Operations
PAUL F. GOWER, Comptroller, Self Service Division
BARRY E. MENZEL, Corporate Director of Human Resources
CARTER A. REIN, Corporate Credit Manager
RONALD W. HANKE, Manager Sales & Marketing-Roll Paper Division
DANE S. LAGGENBAUER, Warehouse Distribution
THOMAS J. STAMATIS, Manager, Corporate Planning

Northern California Division (P†)
SAN FRANCISCO, CA 94107
415 626-8834
1400 Sixth Street
BURRELL JARVIS, Vice President Northern California Division

San Diego Branch

SAN DIEGO, CA 92123
619 268-3025
9737 Aero Drive
W. PETER BRINCK, San Diego Branch Sales Manager

Knox & Schneider, Inc. (I†)
914 West Superior Street
CHICAGO, IL 60622
312 666-9300
HERBERT J. DUNTON, President
NELSON THOMASSON, Senior Vice President
DAVID GOODMAN, Executive Vice President
RONALD DOHR, Vice President
JOHN MURRAY, Vice President
WILLIAM DALY, Treasurer

Korte Paper Co., Inc. (I†)
1825 West Main Street
P.O. Box 11307
FORT WAYNE, IN 46857
219 424-4514
MILDRED V. ROESE, President & Treasurer
GLORIA J. NASH, Vice President

F. RICHARD ROESE, Secretary
JIM N. NASH, Sales Manager

Kranz, Inc. (I†)
1717 Taylor Avenue
RACINE, WI 53403
414 552-9574
RALPH A. NEUBAUER, President
NEIL DELZ, Production Manager
ED TUTAS, Production Manager
SARA NEUBAUTER, Vice President, General Secretary
AL CARELTON, General Manager & Treasurer
TERRI KAISLER, Office Manager

BRANCHES:

ELMHURST, IL 60126 (I†)
312 626-5100
920 W. Oak Lawn Avenue
JAMES WALTERS, Manager

KANKAKEE, IL 60901 (I†)
815 939-1333
1265 Stanford Drive
JIM WALTERS, Manager

MILWAUKEE, WI 53005 (I†)
312 783-5710
3480-N 127 Street
DARRYL T. KOUTECKY, Sales Manager

Krasny Supply Company, Inc. (I)
538 Milwaukee Avenue
CHICAGO, IL 60622
312 733-4920
IRVING NAIDITCH, President
RICHARD AMEND, Vice President
JOE LEWIS, Vice President
JAY JOHNSON, Vice President

L & E Paper Ltd.
(see Balpex Inc.)

The Label Company, Inc.
(see Bunzl Corporation)

Landsberg, Kent H., & Co.
(see Sunclipse, Inc.)

La Salle Messinger Paper Co.
(see Paper Corporation of America)

Lauzier, Little Inc.
(see Inter City Papers Limited)

Lawrence Newfoundland
(see Inter City Papers Ltd.)

Lecky Paper Ltd. (formerly Smith, Davidson & Lecky Ltd.) (D†)
1198 Homer Street
VANCOUVER, B. C.
604 683-8181
V6B 2X9, CANADA
J. M. S. LECKY, Chairman of the Board
B. A. C. HESELGRAVE, President
G. R. F. SPENCER, Controller

Lee Paper Company, Inc. (I†)
P.O. Box 21817
5010 Kemper
ST. LOUIS, MO 63139
314 771-7300
LEE QUERNHEIM, President & Sales Manager
FLOYD TADDEUCCI, Vice President
SONDA QUERNHEIM, Treasurer

BRANCHES:

INDIANAPOLIS, IN (I)
317 357-1500
6425 English
MIKE BRANHAM, Manager

Lehigh Valley Paper
(see Carter Rice)

Leland Paper Company, Incorporated (I†)
178 Maple Street
P.O. Box 2071
GLENS FALLS, NY 12801
518 792-0949
DARWIN E. LELAND, President-Treasurer
RICHARD D. LELAND, Vice President
MARION C. LELAND, Secretary
RAY LEROUX, Purchasing Agent
RALPH M. SCACCHETTI, Warehouse Supervisor

Lemac Packaging Inc. (I)
P.O. Box 7247
ERIE, PA 16510
814 453-7652
GERALD D. LEE, President
DENNIS McKANE, Vice President
HERB DOWN, Sales Manager
JOANNE LEE, Treasurer

Le Marche de l'Imprimeur
(see Barbecon Inc., National Retail Division)

Leonard Paper Company (I†)
4200 East Monument Street
BALTIMORE, MD 21205
301 563-0800
CHARLES BURKE LEONARD, JR., President
DANIEL D. LEONARD, Executive Vice President
KENNETH WILLIAMS, Vice President Purchasing/Operation
L. GENE CROCETTI, JR., Vice President
ELIZABETH LEONARD CARROLL, Secretary-Treasurer
NANCY DYER LEONARD, Assistant Secretary-Treasurer

Lesco Paper & Box Company (I†)
"G" & Wyoming Avenue
PHILADELPHIA, PA 19120
215 537-0700
LESTER H. LEVIN, Chairman of the Board
STEPHEN L. LEVIN, President
MARC P. FISHBEIN, Vice President

Lesh, C.P., Paper Company
(see Ris Paper Co.)

Les Papiers Graphiques
(see Rolland Inc.)

Leslie Paper Company (P)
P.O. Box 1351
MINNEAPOLIS, MN 55440
612-540-0700
JAMES H. LESLIE, Chief Executive Officer
DAREL B. ANDERSON, President
THOMAS R. JORGENSON, Vice President, Treasurer
JAMES H. LYNGHOLM, Executive Vice President
HOWARD HANSON, Vice President
JAMES JAHNKE, Vice President
A.J. BETCHWARS, Secretary

DIVISIONS:

KANSAS CITY, KS 66214 (P†)
913 541-8181
8857 Bond, Overland Park
L.L. (BLAKE) McMENUS, Vice President & Regional Manager
DONALD BOSWELL, Regional Operations Manager

DES MOINES, IA 50306 (D†)
515 263-9500
2220 East 17th Street
THOMAS PEIFER, Vice President & Regional Manager
JASON GRIMES, Regional Operations Manager

MINNEAPOLIS, MN 55418 (P†)
612 781-6611
2850 Anthony Lane
BARRY SMITH, Vice President & Regional Manager
H.D. HALLWILL, Vice President & Regional Operations Manager

DALLAS, TX 75247
214 637-0550
4647 Leston, Suite 609
BRUCE MITCHELL, Vice President & Regional Manager

BUTLER, WI 53007 (P†)
414 781-1480
12855 W. Silver Spring Dr.
(Mailing Address: P.O. Box 25914, Milwaukee, WI 53225
JOHN HUTCHISON, Vice President & Regional Manager
WILLIAM LEWANDOWSKI, Regional Operations Manager
R. OWEN PERRY, Sales and Marketing Manager

Leslie Packaging (I†)
ST. PAUL, MN 55112
612 636-9741
410 W. County Rd. D
JOHN HOFFMAN, Manager

Chicago Paper (P†)
DES PLAINES, IL
312 635-0800
444 Howard Avenue
W.H. ELLIS, President
WM. REILLY, Financial Vice President & Secretary
WARREN KRAMER, Executive Vice President & Sales Manager

BRANCHES:

APPLETON, WI 54911 (P)
414 734-6500
2530 Everett Street

MADISON, WI 53713 (P†)
608 274-4580
929 Watson Avenue

ROCKFORD, IL 61125 (P)
815 968-0203
2415 Charles Street

ROCK ISLAND, IL 61201 (P†)
309 786-7702
811 2nd Avenue

OMAHA, NB 68106 (P†)
1312 South 55th Street

SIOUX FALLS, SD 57102 (P)
605 336-9775
115 E. 11th Street

FARGO, ND 58107 (P)
701 235-4237
P.O. Box 47

DAVENPORT, IA 52806 (I)
319 386-3935
100 East Kimberly Road
R.J. CRAMER, Vice President

Lewmar Paper Co. (P†)
251 So. 31st Street
KENILWORKTH, NJ 07033
201 298-0800
WILLIAM L. (BILL) OSTROFF, President
HAROLD BERSON, Executive Vice President
MARTIN OSTROFF, Secretary-Treasurer
JEFF OSTROFF, Vice President
STEVEN FRAISTAT, Operations Manager

J. Liberman Co., Inc.
(see Liberty Paper Co.)

Liberty Paper & Bag Company
(see Bunzl Corporation)

M

Liberty Paper Company Division of J. Liberman Co., Inc.

180 W. 52nd Street
P.O. Box 27
BAYONNE, NJ 07002
201 823-1100
212 943-3481
PAUL H. HIRSCH, President
JOEL J. FARKAS, Secretary-Treasurer

Lind Paper Company

(see Affiliated Paper Companies)

Lindenmeyr Paper Corporation (P)

53-01 Eleventh Street
LONG ISLAND CITY, NY 11101
718 392-4400
LEONARD B. SCHLOSSER, Chairman
ALFRED M. SCHLOSSER, President
DAVID H. COLE, Senior Vice President, Book Publishing Sales
THOMAS F. COOKE, JR., Senior Vice President, Operations & Administration
STANLEY I. POLLARD, Vice President, Book Publishing Sales
JOSEPH MILNER, Treasurer
MITCHELL MAKE, Controller
JOAN D. BOLTAX, Assistant Vice President, Human Resources
JOHN J. CURRY, Assistant Vice President

DIVISION:

Lindemeyr Paper Corporation (†)
LONG ISLAND CITY, NY 11101
718 392-4400
53-01 Eleventh Street
ALFRED M. SCHLOSSER, General Manager
GEORGE C. HARRIS, Vice President & Sales Manager

RUTHERFORD, NJ 07070 (†)
201 935-2900
301 Veterans Boulevard
LAWRENCE R. PASBACH, Sales Manager

CANTON, MA 02021 (†)
617 821-2550
320 Turnpike Street
STEPHEN O. WRIGHT, Vice President & General Manager
F.P. LEIST, Vice President

EAST HARTFORD, CT 06108 (†)
203 289-6444
42 Rumsey Road
STEPHEN O. WRIGHT, Vice President & General Manager
FORBES S. WARREN, Vice President

STONY CREEK, CT 06405 (§)
203 865-8160
28 School Street

Lindenmeyr Paper Corp. (†)
PHILADELPHIA, PA 19123
215 235-9000
919 Wallace Street
THOMAS W. PRICKETTE, Vice President & General Manager
MICHAEL I. POLLOCK, Sales Manager
B. ROBERT KOLBER, Manager, Book Publishing Sales
EDWARD W. O'DRISCOLL, Merchandising Manager

LANCASTER, PA 17601 (§†)
717 393-2111
245 Butler Avenue
A. DALE ROHRER, District Sales Manager

CHICAGO, IL 60611 (§)
312 222-1890
444 North Michigan Avenue
JAMES G. McLAREN, Vice President

Lindenmeyr National Company (†)
PHILADELPHIA, PA 19123
215 235-9000
919 Wallace Street
C. MITCHELL PENNINGTON, Vice President

Lindenmeyr Central (§)
NEW YORK, NY 10016
212 818-9199
90 Park Avenue
ALAN W. KAVASCH, Senior Vice President & General Manager

Little Rock Paper Company (D†)

6901 Scott Hamilton Drive
P.O. Box 9570
LITTLE ROCK, AR 72219
501 565-8421
LAWRENCE R. MOFFETT, President
WILCHER C. KERR, Director of Marketing
HARRY E. AMBROSE, Sales Manager-Printing Paper, Vice President
LOU CRAWLEY, Office Manager
GREGORY B. MOFFETT, Director of Purchasing
JERRY L. DUNN, Credit Manager, EDP Manager
LAWRENCE R. MOFFETT, III, Assitant Director of Financial Operations
MRS. KENDER K. BISHOP (JAYNE), Chairman of the Board

Lone Star Paper Company (Austin)

(see Butler Paper Company)

Louisville/Southeastern Paper Company

(see Distribix, Inc.)

Lowe Packaging Services, Inc. (I†)

Pine Tree Center
2215 29th Street S.E.
Suite A-1
GRAND RAPIDS, MI 49508
616 243-4445
JOHN W. LOWE, President, Treasurer & Sales Manager-Retail Products
KATHLEEN B. LOWE, Vice President, Secretary
MARY L. THORNTON, Office Manager
ROBT S. HUDLEY, Industrial Products Manager

Luton

(see Quaife, Alfred & Co., Ltd.)

Lyons & Morrison Paper Co., Div. of Wilcox Walter Furlong Paper Co.

(see WWF Paper Corp.)

MacCollum Paper Company, Inc. (P†)

2702 Applegate Street
P.O. Box 33220
INDIANAPOLIS, IN 46203
317 787-8291
MARTIN W. (NICK) MacCOLLUM, President
HARRY C. McDANIEL, Vice President, Marketing
DAVID E. GARR, Vice President, Operation

MacKinnon Paper Company Inc. (P†)

P.O. Box 12, 36601
4204 MacKinnon Industrial Parkway
MOBILE, AL 36609
205 666-8175
THOMAS B. MacKINNON, President
LADALTON HARBOUR, Vice President

Mac-Pak, Inc.

(see Bunzl Corporation)

Mac Papers, Inc. (P†)

3350 Phillips Highway
JACKSONVILLE, FL 32207
904 396-5312
THOMAS R. McGEHEE, Chairman of the Board
FRANK S. McGEHEE, President
HERMAN A. GRIFFIN, Executive Vice President
JERRY SHANE, Vice President-Purchasing Agent
F. SUTTON McGEHEE, Vice President
DAVID S. McGEHEE, Vice President
JEFF ASHCRAFT, Vice President
PAT PATTERSON, Vice President-Finance
BILL DUPREE, Treasurer

BRANCHES:

ATLANTA, GA 30336 (P†)
404 691-2255
5850 Tulane Dr., P.O. Box 43506
Fulton Industrial Station
JERRY LEE, Manager
STEVE BETHEA, Sales Manager

COLUMBUS, GA 31901 (P†)
404 324-3668
701 Front Avenue
P.O. Box 1280
JOHN PAGE, Manager

JACKSONVILLE, FL 32207 (P†)
904 396-5312
3350 Phillips Highway
P.O. Box 5369
BILL HARRIS, Manager

MIAMI, FL 33169 (P†)
305 624-8561
1221 N.W. 165th Street
P.O. Box 3580, Norland Branch
ED McGRAW, Manager

ORLANDO, FL 32809 (P†)
305 855-0070
1701 Directors Row
P.O. Box 13115A
GEORGE KIRBY, Manager

TALLAHASSEE, FL 32304 (P†)
904 576-1121
619 Mabry Street
P.O. Box 2725
EARL BOORTZ, Manager

TAMPA, FL 33605 (P†)
813 247-3461
1701 N. 50th Street
P.O. Box 5657
DAVE MILLEMAN, Manager

BIRMINGHAM, AL 35201 (P†)
205 251-3121
2500 Second Avenue South
P.O. Box 2422
JERRY ROBERTSON, Manager

MONTGOMERY, AL 36101 (P†)
205 263-0581
520 Air Base Blvd.
P.O. Box 709
REX SMITH, Manager
"MAC" McGEHEE, Assistant Manager

GREENVILLE, SC 29606 (P†)
803 271-8830
250 Airport Road
P.O. Box 5128, Station B
DONNIE BROOKS, Manager

JACKSONVILLE, FL 32207 (P†)
904 398-7153
8370 Phillips Highway
P.O. Box 5369
TED TOWNER, Manager, Envelope Converting Plant

CHARLOTTE-BRANCH
FORT MILL, SC 29715 (P†)
803 548-1400
Charlotte 704 377-1776
148 Flint Hill Road
Box 747

Magnolia Paper & Janitor Supply Company, Inc. (I†)
4871 Summer Avenue
MEMPHIS, TN 38122
901 683-5796
WM. TRAVIS PANNELL, JR., President
CHARLES E. McCOMMON, Vice President
SANDRA T. PANNELL, Secretary
SUSAN L. PANNELL, Treasurer
WM. T. McDOWELL, Sales Manager

Majestic Paper Corporation
(see Gould Paper Corp.)

Major Paper Converters, Inc., Div. of Royal Paper Corp.
(see WWF Paper Corp.)

Manatee Paper Company (I†)
905 Manatee Avenue East
BRADENTON, FL 33508
813 748-0484
J.W. ELLER BEE, President, General Manager
BARBARA STOCKY, Vice President, Purchasing
BEVERLY F. ELLERBEE, Secretary-Treasurer

Manchester Paper Supply Company
(see Carter Rice)

Manslo Supply Corp. (I†)
90 Grove Avenue
NEW ROCHELLE, NY 10801
914 636-5072
SAUL OGMAN, President

Marcelo Arreola Pujol.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Le Marche de l'Imprimeur
(see Barbecon Inc.)

Marfred Industries (I)
12708 Branford Street
P.O. Box 2048
SUN VALLEY, CA 91353-2048
213 896-0550
MARVIN FENSTER, President
FRED FENSTER, Vice President & Treasurer
JERRY WEISSMAN, Vice President
DENIS SHILLAN, Director of Redistribution
DAVID JACKSON, Director of Marketing & Sales
JOHN STEELE, Sales Training Manager

BRANCHES:

PACOIMA, CA 91331 (I)
12450 Foothille Boulevard
JIM WARNER, Container Division

NO. HOLLYWOOD, CA 91605 (I)
12323 Sherman Way
BARRY RIDEL, Folding Carton Division

ORANGE COUNTY SALES OFFICE (I)
(known as Marfred/South)
ORANGE, CA 92667
714 538-3844
340 West Collins Street

Marking Development Corp. (I)
467 Mundet Place
HILLSIDE, NJ 07205
201 688-3400
ELLIOT KALLEN, President

Marks Paper Company (P†)
1801 L & A Road
MATAIRIE, LA 70001
504 832-1801
SAM A. MARKS, Chairman of the Board
ALAN H. ROSENBLOOM, President
ALLEN MARKS, Executive Vice President

Marvin Envelope and Paper Company (P†)
2040 West North Avenue
CHICAGO, IL 60647
312 489-3300
SAMUEL S. CAPLAN, Chairman of the Board
GORDON M. CAPLAN, President
JAY SHAPIRO, General Manager
JILL CAPLAN, Sales Manager
MIKE NICOLET[illegible] Office Manager

SUBSIDIARY:

AAA Papers (P†)
CHICAGO, IL 60647
312 489-3300
2048 W North Avenue

Matera Paper Co. (I†)
835 North W.W. White Road
P.O. Box 20184
SAN ANTONIO,TX 78220
512 337-8430
LEONARD LEIGHTON, President
V.J. MOORE, Vice President, Purchasing
JOHN B. SETEVENS, Vice President, Sales
JOHN RICHARDSON, Vice President, Sales Manager
DAVID ENGLE, Vice President, Sales
RONNIE McMURTRAY, Secretary

BRANCHES:

ODESSA, TX 79763 (I†)
915 332-9035
2365 Production
RAY OWSLEY, Branch Manager

ABILENE, TX 79602 (I†)
915 677-2943
101 Oak Street
FRANK DEVASTO, Branch Manager
LLOYD ROBERTS, Sales Manager

AUSTIN, TX 78704 (§)
512 443-1999
403 E Ben White

Matthias Paper Corporation (D)
460 Penn Street
P.O. Box 278
YEADON, PA 19050
215 284-2211
800 523-7633
TWX: 510-669-7138
JOHN R. MATTHIAS, President
CHARLES A. DANDO, Executive Vice President
KIRBY J. SCOTT, Treasurer
WARREN E. STORCK, Secretary, General Manager

BRANCHES:

HIGH POINT, NC 27261 (†)
919 434-2166
1927 Baker Road
800 334-6791
P.O. Box 2193
TWX: 510-926-1587
J. ROBERT LITTLE, Vice President-Southern Division

WESTFIELD, MA 01085 (†)
413 568-9070
90 Elm Street
PHILIP K. O'DONNELL, Vice President-New England Division

Max-Pack (Div. Western Reserve Pkg., Inc.) (P†)
Chagrin Plaza East
23811 Chagrin Blvd., Suite LL. # 70
BEACHWOOD, OH 44122
216 464-1812
DAVID A. SHEINBART, President
SHARON H. SHEINBART, Vice President
DAVID A. SHEINBART, Treasurer

Mayfield Paper Co. (I†)
1115 S. Hill
SAN ANGELO, TX 76901
915 653-1444
(Mailing Address: P.O. Box 3889, San Angelo, 76902)
J. STANLEY MAYFIELD, President
JOHN McKISSACK, Vice President

BRANCH:

ODESSA, TX 79761 (I†)
915 333-4118
2321 E. Second
STEVE LAWMS, Manager

LUBBOCK, TX (I†)
806 765-6565
1801 Fourth Street
BARBARA SMITH, Manager

McAuliffe Industrial & Paper Products (I†)
208 Flynn Avenue
BURLINGTON, VT 05401
802 658-4444
PATRICK S. ROBINS, President
DONALD A COMPANION, Vice President
LAWRENCE J. WALSH, JR., Treasurer
ANN W. SULLIVAN, Secretary

McFarlaneson & Hodgson (Div. of Domtar Inc.) (P†)
200 Deslauriers Street
ST. LAURENT, QUEBEC
514 331-8610
H4N 1V9, CANADA
M. FELTON, General Manager
J. LEMIEUX, General Sales Manager
J.R. MOREAU, Operations Manager
P. CORRIVEAU, Controller
S. LAMOTHE, Senior Buyer

BRANCHES:

DARTMOUTH, N.S. (P†)
902 463-1631
B3B 1C8, CANADA
42 Borden Avenue
A. WEBSTER, Manager

ST. JOHNS, NEWFOUNDLAND (P†)
709 368-2108
A1C 5L7, CANADA
Topsail Road

SHERBROOKE, QUEBEC (P†)
819 569-9737
J1L 1X7, CANADA
495 Boucherville
MARC CARETTE, Manager

McGinnis Independent Paper Company (D†)
S. 124 Wall Street
SPOKANE, WA 99204
509 747-3133
ELIZABETH D. McGINNIS, President
STACY McGINNIS, Vice President & General Manager
MICHAEL McGINNIS, Vice President-Marketing/E.D.P.
MARC AKIYAMA, Sales Manager
PATRICIA A. JOHNSTON, Treasurer

BRANCH:

SPOKANE, WA 99205
509 327-9581
N. 2320 Atlantic
GEORGE NEWSOM, Branch Manager

McMahon Paper Co., Inc. (I†)
1810 So. Anthony Blvd.
FORT WAYNE, IN 46803
219 422-3491
(Mailing Address: P.O. Box 10162, 46850)
WILLIAM C. McMAHON, President & Treasurer
DANIEL F. FULKERSON, Executive Vice President
FRANCES C. McMAHON, Vice President
NANCY M. FULKERSON, Secretary

M

McMurtry-Martin
(see Jordan Paper Products Inc.)

McNaughton, James, Paper Group Ltd.
Jaymac House
Church Manor Way
Belvedere
KENT, DA 17 6BJ
01-311-7111
Telex: 8812613
J. McNAUGHTON, Chairman

McShane Packaging, A Div. of McShane Enterprises, Inc. (I†)
P.O. Box 950
59-63 Mine Brook Road
BERNARDSVILLE, NJ 07925-0950
201 953-0200
DAVID R. McSHANE, President
F. BUD HARTE, Vice President
FRED SPOTTS, Vice President
CAROLINE R. SCHULZ, Secretary
ARTHUR FRISCH, Treasurer

Mead, D.J. (D†)
1411 William Street
BUFFALO, NY 14240
716 856-5842
PHILIP J. MEAD, President
PETER R. TRAVERS, Secretary, Treasurer
ROBERT T. FITZGERALD, Vice President-Fine Papers
STEVE SZABO, Industrial Sales Manager

DIVISIONS:

Mead, D.J. (D†)
ERIE, PA 16506
814 838-8535
2303 West 38th Street
WILLIAM RALPH, Manager

Mead, D.J. (D†)
HORSEHEADS, NY 14845
607 739-0356
Horseheads Industrial Center, Bldg. D
P.O. Box 226
WILLIAM ABEL, Manager
RICK KEYES, Industrial Sales Manager

Mead, D.J. (D†)
ROCHESTER, NY 14608
716 325-3306
495 State Street
PAUL McCARTHY, Sales Manager

Mead Merchants A Division of the Mead Corporation (D)
Executive Offices
Mead World Headquarters
Courthouse Plaza Northeast
DAYTON, OH 45463
513 222-6323
JOHN W. HERBERT, President, Mead Merchants
FREDERICK J. ROBBINS, Executive Vice President
C.R. CRESCI, Vice President of Administration
P.L. MORRIS, Vice President of Human Resources
T.J. WEISENBACH, Vice President of Marketing

CENTRAL AREA
AREA HEADQUARTERS

CINCINNATI, OH 45225 (D†)
513 681-2600
3131 Spring Grove Ave. 45225
GEORGE T. JEWETT, President
K.W. CARROLL, Vice President of Administration
ADAM F. MEYER, SR., Vice President - Executive Sales
J.H. SCHUERMANN, Vice President - Fine Paper
ROBERT N. WRIGHT, Vice President - Packaging

COLUMBUS, OH 43205 (D†)
614 258-9585
808 Rhoads Avenue
P.O. Box 27200 (43227)
S.H. BRIDGE, Vice President & General Manager

HARTFORD CITY, IN 47348 (I)
317 348-2500
1000 East Grant Street
H.C. KEMPS, Vice President & General Manager

INDIANAPOLIS, IN 46241 (D†)
317 244-6881
5620 Dividend Drive
E.R. INGRAM, Vice President & General Manager

LOUISVILLE, KY 40219 (D†)
502 964-6451
1101 Industrial Boulevard
L.W. BARKER, Vice President & General Manager

ATLANTA, GA 30336 (D†)
404 696-8952
4490 Commerce Circle
P.O. Box 43366 (30336)
K.J. McCLAMROCH, General Manager

EASTERN AREA
AREA HEADQUARTERS

CLEVELAND, OH 44146 (D†)
216 292-5700
26401 Richmond Road
BERNARD J. RILEY, President
J.T. MONTGOMERY, Vice President-Industrial Sales/Marketing

AKRON, OH 44319 (D†)
216 644-8875
760 Killian Road
D.A. WATTS, Vice President & General Manager

FINDLAY, OH 45840 (D†)
419 423-3665
2000-C Fostoria Road
D.E. TURNER, Vice President & General Manager

PITTSBURGH, PA 15203 (D†)
412 481-2800
South 17th & Merriman Sts.
R.W. KRAMER, Vice President & General Manager

MICHIGAN AREA
AREA HEADQUARTERS

DETROIT, MI 48228 (D†)
313 931-1200
14451 West Chicago
ARTHUR D. MATTOX, President
A.J. MESZAROS, JR., Vice President Administration/Operations

FLINT, MI 48502 (D†)
313 239-7633
2211 Lapeer Road
M.B. IMPSON, Vice President & General Manager

KALAMAZOO, MI 49007 (D†)
616 329-1338
508 East Frank Street
R.L. MASQUALETTE, Vice President & General Manager

MIDWEST AREA
AREA HEADQUARTERS

HILLSIDE, IL 60162 (D†)
312 379-9101
125 Fencl Lane
WILLIAM D. LAWRENCE, President
R.J. TIMM, Vice President Administration/Operations
T.L. GALLOWAY, Area Marketing Manager
H.W. RUFF, Vice President-Industrial Sales/Marketing

KANSAS CITY, MO 64116 (D†)
816 421-7140
405 East 14th Avenue
C.D. PEARSON, Vice President & General Manager

MINNEAPOLIS, MN 55413 (D†)
612 331-2417
2407 East Hennepin
C.D. HALING, Vice President & General Manager

OKLAHOMA CITY, OK 73101 (D†)
405 235-1391
519 North Kentucky
R.D. ROST, General Manager

ST. LOUIS, MO 63166 (D†)
314 652-3525
601 South Edwin Avenue
LAWRENCE A. SCHAEFER, Vice President & General Manager

TULSA, OK 74101 (D†)
918 446-1641
4901 West 66th Street, South
P.O. Box 30
S.K. STEPHENS, Vice President & General Manager

SOUTHEASTERN AREA
AREA HEADQUARTERS

TAMPA, FL 33619 (D†)
813 623-3561
9105 Sabal Industrial Boulevard
P.O. Box 75200
R.E. ATKINS, Vice President & General Manager
T.W. GRIFFIN, Area Executive Vice President, Marketing

FORT MYERS, FL 33901 (D†)
813 334-4489
3586 Work Driver

ORLANDO, FL 32805 (D†)
305 422-3000
1038 West Arlington Avenue
P.O. Box 5276
R.L. McWILLIAMS, Vice President & General Manager

JACKSONVILLE, FL 32205 (D†)
904 786-6000
1030 North Ellis Road
P.O. Drawer C
EDWARD F. DELAPLAINE, President
JACK GEORGE, Vice President Administration
T.W. GRIFFIN, Area Executive Vice President, Marketing
J.R. SOUTH, Vice President & General Manager

SOUTHERN AREA
AREA HEADQUARTERS

NASHVILLE, TN 37210 (D†)
615 259-9575
1111 Foster Avenue
P.O. Box 100069, South Station
M.F. SIGWARD, Region Vice President
A.L. DANNA, Vice President Administration

BIRMINGHAM, AL 35209 (D†)
205 942-1516
220 Distribution Drive
P.O. Box 10921 (35202)
J.L. GARDENHIRE, General Manager

CHATTANOOGA, TN 37421 (D†)
615 899-2340
2020 Polymer Driver
P.O. Box 469 (37401)

KNOXVILLE, TN 37917 (D†)
615 522-2174
1605 9th Avenue
P.O. Box 3806

MEMPHIS, TN 38116 (D†)
901 363-8225
3185 Tranquility Drive
L.E. JONES, Vice President & General Manager

AFFILIATE:

Seaboard Paper Co. (P†)
SAN FRANCISCO, CA 94107
415 982-7460
615 Second Street
AL LINDENBAUM, President

Mellocraft Company, The
(see CDA Distributors)

Mercantil Salamanca, S.A.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Merrill Enterprises
(see Balpex Inc.)

Michigan Paper Company (P)
3155 W. Big Beaver Road, Suite 109
TORY, MI 48084
313 649-4830
JOHN V. BONANDER, President
RENEE CODEN, Vice President

Mid Continent Paper Co.
(see Paper Corporation of America)

Midwestern Paper Co.
(see Western Paper Co.)

Millar, Geo. W., & Co.
(see GWM Industries, Inc.)

Millcraft Paper Company, The (P†)
6800 Grant Avenue - Corporate Office
CLEVELAND, OH 44105
216 441-5500
STUART B. McKINNEY, Chairman
CHARLES L. MLAKER, President
LEONARD B. HORNING, Controller

BRANCHES:

AKRON, OH 44221 (P†)
216 929-4436
1380 Main Street
JAMES R. WHEELER, General Manager

CLEVELAND, OH 44105 (P†)
216 441-5500
6800 Grant Avenue
LAWRENCE E. KOVERMAN, General Manager

COLUMBUS, OH 43085 (D†)
614 436-0101
7461 Worthington-Galena Road
W.F. HOSKET, General Manager

ERIE, PA 16509 (D†)
814 825-3070
6123 Wattsburg Road
JACK TIRPAK, General Manager

TOLEDO, OH 43602 (P†)
419 243-9221
402 Hamilton Street
ROBERT J. LITZER, General Manager

Miller Paper Co. Division
(see Hubbs & Howe Co., Inc.)

Miller, Simon Sales Company (D†)
1218 Chestnut Street
PHILADELPHIA, PA 19107
215 923-3600
JOSEPH LEVIT, President
HENRI C. LEVIT, Vice President

Mississippi Paper Co.
(see Paper Products Co., Memphis, TN)

Monarch Box & Paper Co. (I†)
2600 S. Loomis Street
CHICAGO, IL 60608
312 376-7750
MORTON E. MESSER, President
PHILLIP L. MESSER, Vice President
ROBERT MESSER, Treasurer
RUTH B. MESSER, Secretary
FRANK ANDERSON, Sales Manager

Monarch Paper Co.
(see Paper Corporation of America)

Montrose Paper, Inc. (I†)
439 East Illinois Street
CHICAGO, IL 60611
312 644-7500
NATHAN T. ROSENBERG, President & Treasurer
MARION J. ROSENBERG, Vice President & Secretary
S. L. ROSENBERG, Sales Manager
WALTER J. EWERT, Production Manager

Monumental Paper Company (I)
2201 Eagle Street
BALTIMORE, MD 21223
301 945-1370
SOLL L. SELKO, President
ALAN S. DORENFELD, Vice President
BRAD SELKO, Vice President, Operations
J. LEO LEVY, JR., Vice President, Sales
MILDRED SELKO, Treasurer

Mooney-General Paper Co., Inc. (I)
1451 Chestnut Avenue
HILLSIDE, NJ 07205
201 926-3800
GARY J. RIEMER, President
EUGENE MOVSHIN, Executive Vice President
FRED RAPPOLD, Vice President
WILMA FRIEDBERG, Treasurer
SAUL FRIEDBERG, Secretary
STEVE FRIEDBERG, Sales Manager

Moore Paper Companies (D†)
100 Hogan
P.O. Box 805
HOUSTON, TX 77001
713 228-9191
GENE G. MOORE, President
GREGORY C. MOORE, Vice President
RON PIERCE, Vice President, Sales
GUY WINDHEIM, Vice President, Finance
KEN MARTIN, Sales Manager
LARRY ALLEN, Sales Manager
KEN ALDREDGE, Materials Manager

BRANCHES:

DALLAS, TX 75234 (D†)
214 869-1414
11424 Mathis, Suite 500
WAYNE SHOFFIT, Branch Manager
JEFF HIGGINS, Sales Manager

AUSTIN, TX 78735 (D†)
512 472-1178
5353 Hwy 290 West # 4
GENE G. MOORE, II, Vice President

Morgan Paper Co. Ltd.
(see Balpex Inc.)

Morris-Bancroft Paper Co., Inc.
(see Bancroft Paper Co., Inc.)

Morris Paper Company
(see CDA Distributors)

Morrisette Paper Company (I)
1311 S. Eugene Street
P.O. Box 20347 27420
GREENSBORO, NC 27406
919 373-1644
NANCY P. MORRISETTE, Secretary, Treasurer
WILLIAM F. MORRISETTE, President
JIM GALLMAN, Director of Purchasing
FRED GRAY, Sales Manager

BRANCHES:

HICKORY, NC 28601 (†)
704 322-3650
P.O. Box 3464-28603
1048 Main Avenue Drive, N.W.
NITA MEECHAM, Manager

RALEIGH, NC 27611 (†)
919 834-4455
P.O. Box 27947
JIM COVINGTON, Manager

DIVISION:

Paper Development Corp. Converting Division
REIDSVILLE, NC 27320
919 342-5570
P.O. Box 786
CARLYLE RAYBON, Manager

Mt. Ellis Paper Co., Inc.
214 MacArthur Avenue
Newburgh, NY 12550
914 562-4200
SEYMOUR KAPLOWITZ, President
MILTON CANTOR, Vice President
CLIFFORD KAPLAN, Treasurer

Mudge Paper Co., The (D†)
1211 Bernard Drive
BALTIMORE, MD 21223
301 233-3200
DONALD G. SHIELDS, President
SAM OLDERSHAW, Vice President, General Manager
EUGENE F. WEISSER, Vice President
JOHN C. EATON, Vice President
C.W. MANN, JR., Treasurer
WALTER HERD, Secretary

BRANCHES:

YORK, PA 17405 (D†)
717 767-6618
1-83 Industrial Park
EUGENE F. WEISSER, Manager

LANDOVER, MD 20785 (D†)
301 772-2600
2003 Beaver Road
JOHN C. EATON, Manager

Muller & Wegener sarl
21, rue de Hollerich
LUXEMBOURG
48 49 49
Telex 2620 mulweg lu
MADAME FRANCOISE CERF-MULLER, President

Munroe, D.F., Company (D§)
351 Middlesex Avenue
N. WILMINGTON, MA 01887
617 944-4750
DAVID F. BLACKMAN, Chairman
ARTHUR W. ANDERSON, President
ANTHONY W. SORGE, Executive Vice President
JOHN F. BLACKMAN, JR., Treasurer
A. PETER BLACKMAN, Vice President
JOSEPH P. DuCHARME, Vice President
R. FRANK HALEY, Vice President
JAMES F. McCARTHY, Vice President
ANTHONY A. RUTKOSKY, Vice President
WILLIAM P. SINATRA, Vice President
NORMAND D. LEDOUX, Vice President
EARL G. EFINGER, Vice President

BRANCHES:

WILMINGTON, MA 01887 (D†)
617 944-4750
351 Middlesex Avenue
EARL EFINGER, Vice President, General Manager
CHARLES J. SOUTHMAYD, Operations Manager

MANSFIELD, MA 02048 (D†)
617 339-6161
Route 106
JOHN P. FINLAY, Vice President, General Manager
WILLIAM SYPHER, Operations Manager

E. HARTFORD, CT 06108 (D†)
203 289-3484
238 Prestige Park Road
ROBERT E. WEST, Manager
RICHARD P. THUOTEE, Operations Manager

N

BRIDGEPORT, CT 06610 (D†)
203 332-0702
310 Bishop Avenue
ANTHONY SORGE, Vice President, General Manager
RICHARD P. THUOTTE, Operations Manager

WESTBROOK, ME 04092 (D†)
207 227-1526
4 Delta Drive, P.O. Box 335
SAMSON J. SIVOVLOS, Manager

MANCHESTER, NH 03103 (D†)
603 627-1320
444 East Industrial Park Drive
DAVID C. MANNING, Manager

Murnane Paper Company (P†)

607 Northwest Avenue
NORTHLAKE, IL 60164
312 449-1200
J. HOBIE MURNANE, President
PETER J. HALLIGAN, Vice President
ROBERT P. WALSH, Vice President
GERARD J. MALONE, Vice President
FRANK J. MURNANE, Treasurer
WILLIAM LAUGLIN, Secretary
ROBERT W. HUNT, Assistant Secretary

Murphy Paper Co., Inc. (I†)

195 Reading Street
BUFFALO, NY 14220
716 825-5200
GEORGE C. KROHN, President

Mussett, David Ltd. (P†)

44 Holland Street
LONDON SE1 9JT, ENGLAND
01-928-4672
MRS. J. MUSSETT, Director

SUBSIDIARY:

Turner Poyer Ltd. (†)
LONDON SE1 9HY, ENGLAND
01-928-0560
77 Bankside
MRS. J. MUSSETT, Director

Mutual-Precision Co. (Division of Wittcoff Paper Co., Inc.) (I†)

202 Coffey Street
BROOKLYN, NY 11231
718 859-9000
EDWARD WITTCOFF, President
MARK WITTCOFF, Executive Vice President
TED ELKINS, Vice President, Packaging & Disposable Products
IRVING ZITT, Vice President, West Coast Operation and Needle Trade Division
DORIS RUBIN, Sales Department
GARY DUBRO, Purchasing & Converting Department
LINDA ALHANTE, Tissue Department
DOROTHY MELNICK, Controller

Western Sales Office & Warehouse
560 S. Mission Road
LOS ANGELES, CA 90033
213 269-6950

Myers, Mayer, Paper Co. (I†)

P.O. Box 410
1769 South Latham Street
MEMPHIS, TN 38106
901 948-5631
MALCOLM LEVI, Chairman of the Board
KENNETH LEVI, President
LOUIS BYALL, Executive Vice President
HARRY PREST, Vice President, School Supply & Sundry
JOHN CORTESE, Vice President, Sales Manager

[redacted]

Nagel Paper & Box Company (I†)

1900 E. Holland Avenue
SAGINAW, MI 48601
517 753-4405
(Mailing Address: P.O. Box 1567, Saginaw, MI 48605)
MARTIN H. STARK, Chairman of the Board
E. P. STANSBURY, President
K. ABBENANTE, Operations Manager
B. SISCHO, Purchasing Agent
D. MINICH, Packaging Specialist

National Association of Paper Merchants, The

3 Plough Place
Fetter Lane
LONDON, EC4A 1AL, ENGLAND
01-353-7271
R.W. BRAY, Director

National Paper Company, Inc. (I)

2511 So. 156 Circle
OMAHA, NE 68130
402 330-5507
WILLIAM G. OCHSNER, President
FRANK DUNNING, Purchasing
TONY MAIDA, Operations Manager
JEFF CLARK, Branch Sales Manager

BRANCH

National Paper of Iowa
DES MOINES, IO 50313
515 283-2107
700 E. 4th Street
GEORGE HOLLINGSWORTH, Branch Manager

National Paper Company of N.J. (P†)

500 S. Clinton Street
EAST ORANGE, NJ 07018
201 673-1333
JACOB BAGISH, Chairman of the Board
DAVID BAGISH, President
ROBERT WEINSTEIN, Vice President
NORMAN ENGLANDER, Vice President
DAVID H. BROWN, Sales Manager
MYRA BAGISH, Treasurer

National Paper Marketing Council of Australia, The

Suite 8, Dean House
1 Johnston Lane
P.O. Box 373
LANE COVE WEST, N.S.W. AUSTRALIA 2066
H.G. KRAEFFT, Executive Director

National Paper & Packaging Co. (I†)

P.O. Box 94545 (44101)
1240 East 55th Street
CLEVELAND, OH 44103
216 391-6000
URVAN G. EPSTEIN, Chairman of the Board
MORTON G. EPSTEIN, President
JEROME E. GROVER, Executive Vice President
BRENT R. GROVER, Vice President, Treasurer
ARTHUR J. HORNER, Vice President, Marketing & Planning
GEORGE CHIZMAR, Vice President, Sales
JEFFRY H. GROVER, Field Sales Manager
JEFFREY D. EPSTEIN, Operations Manager

BRANCH:

COLUMBUS, OH 43026 (I†)
614 876-0500
3700-A Parkway Lane

National Paper & Packaging Inc. (I)

70 Franklin Avenue
BROOKLYN, Y 11205
718 624-2900
MARTIN SCHLESINGER, President
ROSLYN GOLDFISHER, Sales Manager

Nationwide Papers (D)

Champion International Corporation
Executive Offices
One Champion Plaza
STAMFORD, CT 06921 (D†)
203 358-6600
THOMAS V. ZEUTHEN, Vice President & General Manager
O. L. MILLER, Vice President - Administration
RONALD E. KROGER, Manager of Accounting (Located in Hamilton, OH)
JACK F. KLINE, Manager-Planning & Analysis
ARTHUR L. SCOTT, Director of Credit
HENRY GEST, Director of Merchandising
ERIK JOKI, Manager of Merchandising, Fine Papers
FRANKLIN D. ROGERS, Director of Marketing-Industrial Products

FIELD LOCATIONS:

ALBUQUERQUE, NM 87102 (D†)
505 243-6611
1424 First Street, N.W.
P.O. Box 26028, 87125
BILL H. KEITH, Division General Manager (Houston)
GERALD F. MCPHERSON, Manager

ARLINGTON, TX 76011 (D†)
817 640-2311
3500 Avenue E, East
P.O. Box 5208, 76005
DONN G. COLEMAN, Division General Manager

ATLANTA, GA 30324 (D†)
404 876-5541
225 Ottley Drive, N.E. (delivery)
ATLANTA, GA 30324
P.O. Box 13006 (mailing)
K. WAYMAN WINTERS, Division General Manager

BALTIMORE, MD 21240 (D†)
301 796-5400
P.O. Box 8719
Baltimore/Washington International Airport
7190 Parkway Drive, Parkway Industrial Center,
Dorsey, MD 21076 (Office Location)
JAMES M. HUDSON, Division General Manager
ROGER H. BLOOMQUIST, Sales Manager

CINCINNATI, OH 45241 (D†)
513 769-4900
3465 Hauck Road
Sharonville, OH
JOSEPH E. OKRUHLICA, Division General Manager (Louisville)
WILLIAM R. SCHOLZ, Manager
W.L. BARTH, JR., Sales Manager

DALLAS, TX 75235 (D§)
214 630-9844
8730 King George Drive, Suite 130
DONN G. COLEMAN, Division General Manager (Arlington)
MARSHALL P. KENDALL, Manager
ERIC E. ANDERSON, Sales Manager

DENVER, CO 80216 (D†)
303 388-6211
4800 East 48th Avenue
P.O. Box 5128, Terminal Annex 80217
DAVID L. STALL, Division General Manager
FRED H. DINGLER, Sales Manager

DETROIT, MI 48234 (D†)
313 366-4800
5820 East Nevada Avenue
TERRY G. PAYNE, Manager

ELK GROVE VILLAGE, IL 60007 (D†)
312 595-3060
850 Mark Street
CRAIG T. JOHNSON, Division General Manager
STEVEN E. McGRANE, Sales Manager

EL PASO, TX 79905 (D†)
915 544-1280
3700 Durazno Avenue
P.O. Box 9369, 79984
DONN G. COLEMAN, Division General Manager (Arlington)
ADRIAN C. FARMER, Sales Manager

FORT WORTH, TX 76110 (D§)
817 284-0923
1901 Windsor Place

DONN G. COLEMAN, Division General Manager (Arlington)
JERRAL D. BLAIR, Manager
CHARLES F. WALLER, Sales Manager

HOUSTON, TX 77029 (D†)
713 672-9557
10300 North Loop East
P.O. Box 24020
BILL H. KEITH, Division General Manager
KEITH Y. HORNER, Sales Manager

KANSAS CITY, MO 64141 (D†)
816 221-5700
P.O. Box 387
1445 Saline Street, North Kansas City, MO 64116
(Office Location)
WALLACE M. BURGER, Division General Manager
RICK SEYMOUR, Manager

LOS ANGELES, CA 90058 (D†)
213 583-1441
P.O. Box 58867
3100 East 44th Street
RICHARD B. JAMES, Division General Manager

LOUISVILLE, KY 40213 (D†)
502 361-5566
6710 Grade Lane
P.O. Box 34380, 40232-4380
JOSEPH E. OKRUHLICA, Division General Manager
CHARLES L. NALLEY, Sales Manager

MEMPHIS, TN 38118 (D§)
901 363-0681
4437 Delp Street
MARK P. BOLLINGER, Division General Manager (St. Louis)
JERRY M. YORK, Manager

MILWAUKEE, WI 53209 (D†)
414 562-1060
4360 North Green Bay Avenue
CRAIG T. JOHNSON, Division General Manager (Elk Grove Village)
FRED W. MICHELL, Manager
JOHN P. O'REILLY, Sales Manager

MINNEAPOLIS, MN 55440 (D†)
612 331-6180
345 Industrial Boulevard
P.O. Box 1345
CHARLES R. CARLSON, Division General Manager
ARTHUR R. EVERSMAN, Manager

ST. LOUIS, MO 63110 (D†)
314 645-3850
1400 Macklind Avenue
MARK P. BOLLINGER, Division General Manager

SAN ANTONIO, TX 78207 (D†)
512 226-4181
519 North Medina
P.O. Box 7409
DON G. COLEMAN, Division General Manager (Arlington)
KEITH H. CLAY, Sales Manager
THOMAS E. MARLER, Manager

SAN DIEGO, CA 92126 (D§)
619 578-3011
7979 Stromesa Court
RICHARD B. JAMES, Division General Manager (Los Angeles)
RICHARD N. HOSTIN, Manager

SAN FRANCISCO, CA 94134 (D†)
415 583-9160
345 Schwerin Street
P.O. Box 7895, 94120
RALPH E. ERICKSON, Manager
PAUL J. AUGUSTINI, Sales Manager

SPRINGFIELD, MO 65805 (D†)
417 869-6418
223 East Water Street
P.O. Box 1986, 65805
WALLACE M. BURGER, Division General Manager (Kansas City)
GEORGE O. LIKINS, Manager

TOPEKA, KS 66605 (D†)
913 266-3340
3721 South Park Avenue
P.O. Box 5109, 66605
WALLACE M. BURGER, Division General Manager (Kansas City)
WILLIAM H. PATTERSON, Manager

Newberry De Chihuahua, S.A.

(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Newell Paper Co.

(see Jackson Paper Co.)

New Zealand Paper Merchants' and Manufacturing Stationers' Association

IBM Centre
151-161 The Terrace
P.O. Box 10-340
WELLINGTON, NEW ZEALAND
(4)725-850
R.B. YOUNG, Secretary

Nogg Brothers Paper Company (I†)

P.O. Box 3728
OMAHA, NE 68103
402 348-1710
ALVIN S. NOGG, Chairman
DON NOGG, President
ALAN NOGG, Executive Vice President, Secretary
DENNIS C. ANDERSON, Vice President - Sales
THOMAS J. ARMSTRONG, Vice President Operations

BRANCH:

Nogg Paper Company (I†)
GRAND ISLAND, NE 68801
308 382-0812
P.O. Box 1883
327 North Cleburn

NORCO Paper Co. (P†)

100 Hegenberger Road
P.O. Box 6117
OAKLAND, CA 94603
415 638-0460
NORMAN T. BUSHBERG, President
SIRI VEDYA SINGH, Vice President & Sales Manager
ROBERT P. GOW, Treasurer
NORMAN T. BUSHBERG, Treasurer
S.V. SINGH, Director of Purchasing
G.B.S. KHALSA, Operations Manager
EARLE MOORE, Traffic Manager

Norel Paper Corporation (I†)

20 River Road
BOGOTA, NJ 07603
201 646-1900
HARRY NUSSBAUM, President
RICHARD HORNSTEIN, Corporate Vice President, Secretary
KEITH GRAMLING, Vice President, Sales
ABE SCHERL, Sales Manager
SAUL SROUR, Vice President, Finance

BRANCHES:

Norel
THOROFARE, NJ 08086
609 845-2504
1501 Grandview Avenue
CHUCK STACKHOUSE, Executive Vice President, Sales & Operations

Norel
HANOVER, MD 21076
301 796-5020
7255 Standard Drive
WILLIAM McPHERSON, Manager, Sales & Operations

Norel
WINSTON SALEM, NC 27106
919 748-9290
4409 Providence Lane
WAYNE STRUZIK, Vice President, Sales & Operations

Norel
ATLANTA, GEORGIA 30336
404 344-8373
6205-D Boat Rock Road
ROY LANTZ, Manager, Sales & Operations

Norris, Garland C., Co. (D†)

P.O. Box 968
RALEIGH, NC 27602
919 832-0324
JAMES ARTHUR KING, President
JAMES A. KING, II, Vice President & Treasurer
CHARLES D. KING, Vice President & Secretary

North Georgia Paper & Specialty Company (I)

P.O. Box 1507
East Main Street
BLUE RIDGE, GA 30513
404 632-2055
DONALD J. CLEMENTS, President
ROBERT T. JOLLY, Vice President
LA VADA JOLLY, Treasurer
MARY E. CLEMENTS, Secretary

Northern Paper Distributing Co. (I)

1711 Rogers Avenue
P.O. Box 1988
SAN JOSE, CA 95109
408 436-1907
BERNARD FREDKIN, President
GARY FREDKIN, Vice President

Northwest Wholesale Supply Co. (I†)

2805 Bayer Street
P.O. Box 41
EAU CLAIRE, WI 54702
715 834-4816
MARK E. ORENDORFF, President
GALEN C. BOWE, Sales Manger

Ochs Paper Co., Inc. (I†)

1140 Division Street
P.O. Box 21087
INDIANAPOLIS, IN 46221-1392
317 634-4064
HERMAN OCHS, Chairman & Treasurer
KATHRYN OCHS SILVEY, President
EDNA VISE, Vice President
RUTH OCHS, Secretary

Ohio & Michigan Paper Company, The (D†)

Ampoint Industrial Complex
P.O. Box 621
TOLEDO, OH 43694
419 666-1500
(Ship to: 350 Fourth Street, Ampoint Industrial Complex, Perrysburg, OH 43551)
KENNETH A. LEININGER, President
ALAN R. LEININGER, Vice President
JOHN E. STRIGGOW, Vice President, Sales
VICTOR C. DeCRANE, Vice President, Printing Papers
WILFRED H. ELCHERT, Secretary-Treasurer

P

O K Papers, Inc. (I†)
3325 Mt. Prospect Road
FRANKLIN PARK, IL 60131
312 833-2500
O. K. SENSENBRENNER, Chairman
ROBERT P. SENSENBRENNER, President
JOHN H. PEEL, Vice President
LESTER W. PRISK, SR., Secretary
D.J. MacKINNEY, Treasurer
RALPH F. BRUDER, Purchasing Agent

OK Paper Center
(see Olmsted-Kirk Company of Houston)

Oklahoma City Division
(see Paper Corporation of America)

Oklahoma Paper Company (D†)
301 E. California
P.O. Box 26667
OKLAHOMA CITY, OK 73126
405 236-0611
SIG A. HARPMAN, JR., President & Treasurer
GEORGE SHADID, Vice President & Secretary

Olmsted-Kirk Company of Houston (D†)
3480 West 12th Street
P.O. Box 701099 (77270-1099)
HOUSTON, TX 77008-6124
713 868-1531
(Mail all correspondence to: Olmsted-Kirk Paper Company, Robert H. Olmsted, Jr., President, 2420 Butler Street, P.O. Box 1049, Dallas, Texas 75221)
ROBERT M. OLMSTED, JR., President
FRED BILLINGSLEY, Senior Vice President
BEN ANTHONY, Vice President & General Manager

DIVISION:

O-K Paper Center (D)
HOUSTON, TX 77001
713 868-8056
3480 West 12th Street

Olympic Paper Company
(see West Coast Paper Company)

Omaha Paper Company (P)
901 Jackson Street
OMAHA, NB 68102
402 342-4666
DAVID B. POWELL, President
RONALD M. WELLS, Vice President
M.R. BENSON, Sales Manager

Ouellet, Ernest (1979) Inc.
(see Balpex Inc.)

[redacted]

Pacific Western Container
(see Pak West Paper & Chemical)

Package Factory, The (I)
808 Nicholas Avenue
ORANGE, CA 92667
714 538-8831
JAMES E. BUTCHER, President
ROBERT D. DAWSON, Vice President
WILLIAM E. CLAY, General Manager

Packaging Consultants, Inc.
(see Bunzl Corporation)

Packaging & Handling Supplies Company
3030 Springboro Road
DAYTON, OH 45439
513 294-2656
J.G. NAZARENUS

BRANCH:

Packaging & Handling Supplies
COLUMBUS, OH 43228
4166 Fisher Road
JOHN HALPIN, Executive Vice President

Packaging Materials, Inc.
(see Bunzl Corporation)

Packaging Services Corporation (§†)
33611 Dequindre Road
TROY, MI 48084
313 588-8870
SAM FRANK, President
JAMES McCARROLL, Controller & Office Manager
MITCHELL LEFTON, Purchasing Manager

BRANCHES:

APPLETON, WI 54911 (§)
414 733-5896
813 Pershing Street
ROBERT DUTHIE

CHAGRIN FALLS, OH 44022 (§)
216 247-6615
P.O. Box 545
142 S. Strawberry Lane
BOB COLEMAN

DOUGLASSVILLE, PA 19815 (§)
215 326-7970
# 1 Ivy Lane
Box 22, Road # 1
STEVEN COHEN

GLEN ELLYN, IL 60137 (§)
312 469-7880
21 W. 542 22nd Street
JIM GANNON

WESTERVILLE, OH 43081 (§)
614 882-7960
256 Fairdale Avenue
JERRY HARRIS

WICHITA, KS 67218 (§)
316 684-5008
707 S. Woodlawn
LEE LOVAN

CORPUS CHRISTI, TX 78418
512 949-8928
15513 Cruiser Street
BOB BENSINGER

Packaging Supply Company, Inc.
(see Bunzl Corporation)

Pak West Paper & Chemical (I†)
3310 S. Fairview
P.O. Box 5140
SANTA ANA, CA 92704
714 557-7420
JOHN G. DEMPSAY, President
JAMES F. BLOWER, Vice President
LINDA B. DEMPSAY, General Manager

BRANCHES:

Pak West Paper & Chemical - San Marcos (§)
Sales office only - 619 239-5017
1221 Linda Vista
SAN MARCOS, CA 92069

Pacific Western Container Division of Pak West Paper (I†)
SANTA ANA, CA 92705
714 547-9266
1535 E. Edinger
P.O. Box 5140
JAMES F. BLOWER, President
JOHN G. DEMPSAY, Vice President
LINDA B. DEMPSAY, General Manager

Palm Beach Paper Company, Inc.
(see Bunzl Corporation)

Palmer Paper Co.
(see Western Paper Co.)

Pan American Papers, Inc. (D)
5101 N.W. 37th Avenue
MIAMI, FL 33142
305 635-2534
FRANCISCO T. VALDES, Chairman of the Board & Chief Executive Officer
JESUS F. VALDES, President & Chief Operating Officer
JESUS A. ROCA, Executive Vice President

Panama City Paper Co.
(see Fulton Paper Co., Inc.)

Papeles Selectos, S.A.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Paper Centre, The
(see Inter City Papers Limited)

Paper Chase — Central, North, South
(see Bosworth Papers, Inc.)

Paper & Chemical Supply Company (I)
207 Frankfort Avenue
SHEFFIELD, AL 35660
205 383-3912
DAVID MUHLENDORF, President
TOM FRITH, Vice President
BEA MUHLENDORF, Chairman
ROY CLARK, Operations
JOHN CURRY, Controller
CLARICE JOHNSON, Data Processing Manager
HELEN MURDOCK, Executive Assistant

Paper City Paper Co.
(see Fulton Paper Company, Inc., Atlanta, GA)

Paper Company, The (D†)
808 Cherokee
SIOUX FALL, SD 57104
605 336-1190
DEMP CHRISTENSON, President
HENRY DUIN, Vice President & Operations Manager
ART WIENKE, Vice President, Sales & Marketing

BRANCHES:

RAPID CITY SD 57701 (†)
605 342-6042
1908 Creek Drive

SIOUX CITY, IA 51105 (†)
712 258-3524
1601 Terminal Drive

Paper Corporation of America (D)
1325 Morris Drive
WAYNE, PA 19087
215 296-4470
(Mailing address: P.O. Box 958, Valley Forge, PA 19482)
RICHARD C. GOZON, President
JAMES J. SWEARINGEN, Executive Vice President
JOHN J. McKIERNAN, Vice President - Controller
RICHARD G. BURTON, Vice President - Marketing, Printing Papers
JOHN H. OAKLEY, Vice President - Marketing, Industrial Products

NIEL F. CHRISTENSEN, Vice President - Physical Distribution
ROBERT W. HILL, JR., Eastern Regional Manager, Retail Stores

Baldwin Paper Company (P†)
NEW YORK, NY 10013
212 255-1600
161 Avenue of the Americas
NATHANIEL E. SPRINGER, JR., President
SAMUEL S. HIMMELL, Chairman of Executive Committee
HERBERT Y. EHRICH, Executive Vice President
HENRY H. HIMMELL, Vice President
DANIEL ROMANO, Vice President, Finance
DONALD J. HELLER, Vice President

Atlanta Division
ATLANTA, GA 30305
404 237-0253
3155 Roswell Road, N.E. Suite # 210
JOHN BUCHANAN, Division Manager

Carpenter Paper Company of Nebraska (D†)
OMAHA, NE 68102
402 341-0266
815 Harney Street
ROBERT C. BYRNE, President
ROBERT M. BAUMGARDNER, Executive Vice President
H L. (LOU) CLURE, Vice President-Operations
JAMES M. LANE, Vice President-Central Division
ARTHUR SPENCE, Vice President Finance-Treasurer
MERRILL G. CARLSON (Swede), Omaha District Sales Manager
ROBERT G. FOLDEN, Operations Manager-Central Division

Missoula Division
MISSOULA, MT 59801
406 543-5143
812 Toole Avenue
EDWARD J. BURGHARDT, District Sales Manager

Billings Division
BILLINGS, MT 59101
406 259-5525
2019 Montana Avenue
JOSEPH NABITY, JR., District Sales Manager

Sioux City Division
SIOUX CITY, IA 51101
712 277-1274
1900 East Fourth Street
TOM M. SCHROEDER, District Sales Manager

Fort Smith Division
FORT SMITH, AR 72901
501 782-7276
3316 Towson Avenue
H. DONALD FENT, District Sales Manager

Great Falls Division
GREAT FALLS, MT 59401
406 453-0317
219 Second Aveue, South
WESLEY W. BRENNAN, District Sales Manager

Oklahoma City Division
OKLAHOMA CITY, OK 73107
405 947-2737
607 North Miller
DON R. SOERGEL, Vice President-Southwest Division
JIM R. MILLS, Operations Manager-Southwest Division
MARVIN L. SCHUMACHER, Oklahoma Marketing Manager

Lincoln Division
LINCOLN, NE 68503
402 476-1243
145 North 46th Street
JOHN S. MORRIS, District Sales Manager

Denver Division
DENVER, CO 80239
303 371-4260
12601 East 38th Avenue
L.A. (CURLY) NEWELL, Vice President-Rocky Mountain Division
HARRY C. JENSEN, Sales Manager, Printing Papers
KEITH PHIPPS, Sales Manager, Industrial Papers
STEVEN CUMMINGS, Operations Manager

Tulsa Division
TULSA, OK 74145
918 664-2520
6539 East 46th Street, South
DON R. SOERGEL, Vice President-Southwest Division
HOSS MOINI, Operations Manager

Grand Island Division
GRAND ISLAND, NE 68801
308 382-9530
330 North Jefferson Street
JAMES M. LANE, District Sales Manager

Amarillo Division
AMARILLO, TX 79106
806 358-7473
8201 West Amarillo Blvd.
RANDALL T. NASH, District Sales Manager

OMAHA, NE 68102 (†)
402 341-0266
815 Harney Street
JAMES M. LANE, Vice President-Central Division
MERRILL G. CARLSON, Omaha District Manager

Copco Papers, Inc. (D†)
COLUMBUS, OH 43219
614 251-7000
525 North Nelson Road
JEROME F. PAGE, JR., President
ROBERT H. NOBLE, Vice President, Administration
ROBERT E. HILL, Corporate Marketing Manager, Industrial Papers
DAVID E. HOWELL, Vice President & Corporate Marketing Manager-Printing Papers
KIRK D. BUCKHAM, Vice President, Corporate Marketing Information Products and Retail
CLEMENT M. WOLFE, Vice President & Corporate Systems Manager
JAMES P. VILLARREAL, Vice President-Operations

Columbus Division
COLUMBUS, OH 43216 (†)
614 251-7000
525 N. Nelson Road
P.O. Box 597
RICHARD I. DENNIS, Executive Vice President & Division Manager
JACK P. LYONS, Sales Manager, Fine Paper & Envelopes
ROBERT J. KEATING, Sales Manager, Industrial Papers

Dayton Division
DAYTON, OH 45401
513 461-5930
705 Longworth Street
MATTHEW J. MILLER, Vice President & General Manager

Pittsburgh Division
LEETSDALE, PA 15056
412 771-3660
Buncher Industrial Park
Avenue "B" Building 12
RONALD A. FIEHRER, Vice President & General Manager

Charleston Division
CHARLESTON, WV 25311
304 346-0727
1537 Hansford Street
SPENCER K. WHITE, Vice President & General Manager

Saginaw Division
SAGINAW, MI 48601
517 755-7716
1901 Rust Avenue

Cincinnati Division
CINCINNATI, OH 45241
513 489-8823
11431 Williamson Road, Suite # 2

Toledo Division (§)
TOLEDO, OH 43607
419 531-4705
3145 Nebraska Avenue
MICHAEL A. RAYNER, Sales Manager

Cleveland Division (†)
CLEVELAND, OH 44105
216 883-1675
5905 Grant Avenue
DAVID J. McMULLEN, SR., Vice President & General Manager

Indianapolis Division (†)
INDIANAPOLIS, IN 46206
317 637-2351
530 East Ohio Street
RICHARD L. HENDERSON, Vice President & General Manager

Lansing Division (†)
LANSING, MI 48912
517 372-7000
301 North Hosmer Street

Detroit Divisions:
Chope-Stevens Paper Company Division of Copco Papers, Inc. (†)
AUBURN HEIGHTS, MI 48057
313 962-9111
2737 North Adams Road
GERALD L. STRANG, Executive Vice President & General Manager
JOHN P. TAYLOR, Sales Manager

Union Paper Company Division of Copco Papers, Inc. (D)
DETROIT, MI 48216
313 496-1600
2121 West Fort Street
RUSSELL V. HONKA, Vice President & General Manager

Copco Tape and Label Division (D†)
FINDLAY, OH 45840
419 422-8414
315 Central Avenue
STANLEY J. DVORAK, Vice President-Marketing
GERALD J. EHRNSCHWENDER, Manager

Garrett-Buchanan (D†)
PHILADELPHIA, PA 19153
215 492-1776
7575 Brewster Avenue
RAYMOND J. BONINA, President
MARC J. HEPPE, Vice President
QUINCY T. JONES, Vice President/General Sales Manager
CHARLES W. SHANE, Vice President
D. EUGENE SHADY, Vice President
JOHN M. CONSIDINE, Vice President
JOSEPH E. LABENZ, Vice President/Philadelphia Division Manager
JOSEPH WOLF, Vice President
VINCENT J. SANTORE, Vice President, Corporate Operations Manager
CHARLES F. ROBERTS, Vice President

Columbia Division (D†)
COLUMBIA, MD 21046
301 730-8085
9525 Berger Road
PHILIP J. KNAB, Sales Manager, Washington, DC

Lancaster Division (D†)
LANCASTER, PA 17603
717 291-7250
2~~1~~0 Wohlsen Way
30 West Industrial Park
DOUGLAS M. SAUNDERS, Division Manager
HENRY A. McKAY, Sales Manager

Reading Division (D†)
READING, PA 19601
215 374-8241
Reed & Elm Streets
RUSSELL L. BERKENSTOCK, JR., Division Manager

Allentown Division (D†)
ALLENTOWN, PA 18105
215 797-0760
2030 Vultee Street
WILLIAM P. FONZONE, Division Manager

Copysource Division (D†)
KING OF PRUSSIA, PA 19406
215 337-2280
771 Fifth Avenue
RONALD WEAVER, Manager

Copysource Division (D†)
RALEIGH, NC 27612
919 781-8775
8601-"G" Glenwood Avenue
RAYMOND GIBSON, Manager

P

Copysource Division (D†)
PHILADELPHIA, PA 19123
215 627-1700
444 North Third Street
ROBERT R. CHRISTMAS, Manager

LaSalle Messinger Paper Company (P†)
BROADVIEW, IL 60153
312 345-8500
2601 South 25th Avenue
HAROLD A. (AL) KRACHT, President
EDWARD F. (ED) GARVEY, Senior Vice President
R. JAMES SEEBERG, Senior Vice President
WILLIAM J. (BILL) LEONARD, Vice President-Controller
ROBERT C. (BOB) STINE, Vice President-Sales Manager

Kansas City Division (D)
OVERLAND PARK, KS 66212
913 451-1171
10500 Barkley Street
DOUGLAS P. (DOUG) EBERLY, General Manager

Mid-Continent Paper Company (D)
WICHITA, KS 67216
316 522-3494
2904 South Spruce
JOE ROBINSON, General Manager

Monarch Paper Company (D†)
HOUSTON, TX 77092
713 686-9332
3825 Dacoma Street
HAMILTON J. BISBEE, President
EDWIN R. HUNTER, Vice President, Sales & Marketing
PAUL G. WEAVER, JR., Vice President, Finance
R. DONALD STRONG, Vice President, Operations
PAUL E. BRADLEY, Vice President, Administration
RONALD M. MILAM, SR., Vice President, Systems & Planning
PEGGY WALTER, Corporate Employee Relations Manager

HOUSTON, TX 77092 (†)
713 686-9332
3825 Dacoma
Mailing address: P.O. Box 2669, Houston, TX 77252-2669
EDWARD HUNTER, Vice President & Division Manager
CARL FAWCETT, Sales Manager (Fine Paper)
GARY B. BABB, Sales Manager (Industrial Paper)
JOHN HARREL, Copysource Manager

San Antonio Division (†)
SAN ANTONIO, TX 78218
512 661-5351
4709 Macro Street
PAUL BRADLEY, Vice President & Division Manager

Dallas Division (†)
DALLAS, TX 75212
214 631-8530
2310 St. Germain Street
CHARLES WHITE, Vice President & Division Manager
JACK L. OGILVIE, SR., Web Marketing Manager
MICHAEL ERWIN, Sales Manager

Fort Worth Division (†)
FORT WORTH, TX 76104
817 335-4894
300 Industrial Avenue
CHARLES WHITE, Vice President & Division Manager

Austin Division (†)
AUSTIN, TX 78744
512 443-7112
2090 Woodward Street
LARRY CLARK, Vice President & Division Manager

Paper Corporation of U.S.
NEW YORK, NY 10011
212 645-5900
100 Fifth Avenue
ROBERT F. FITZGERALD, President
ALBERT J. CASS, JR., Senior Vice President
ARTHUR SMITH, Vice President/Controller
JAMES M. KEARNEY, Vice President/Administration
JOHN J. MULKERN, Manager/Government Sales

Cincinnati Division (§)
CINCINNATI, OH 45230
513 528-5446
4030 Mt. Carmel Tobasco Road
ROLF WECKESSER, Export Manager

Rourke-Eno Paper Company (D†)
HARTFORD, CT 06120
203 522-8211
261 Weston Street
GREGG L. RETTEN, President
ARTHUR J. DOUVILLE, Executive Vice President
WILLIAM S. DOANE, Vice President-Director of Marketing
NORMAN C. HOLCOMB, Vice President-Finance & Administration
JANET M. PRZYGOCKI, Vice President-Merchandising
JOSEPH A. WYANT, Vice President, Purchasing and Physical Distribution

Packaging Division (I†)
HARTFORD, CT 06120
203 249-1325
261 Weston Street
RICHARD J. TISCHOFER, Division Manager
RICHARD McGANN, Industrial Paper Sales Manager
WILLIAM CALLAHAN, Printing Paper Sales Manager

Boston Division (D†)
WOBURN, MA 01801
617 938-7600
485 Wildwood Street
W. GREGORY ROOS, Division Manager
GEORGE KALIONTZIS, Printing Paper Sales Manager
SALVATORE J. DIGNOTI, Vice President-Fine Paper Sales

Providence Division (D†)
EAST PROVIDENCE, RI 02915
401 438-2140
193 Amaral Street
DONALD F. MALO, Division Manager

Springfield Division (D†)
SPRINGFIELD, MA 01104
413 781-1100
109 Cadwell Drive
EUGENE PANECASIO, Vice President, Division Manager

Concord Division
CONCORD, NH 03301
603 224-9200
Route 106
Sheep Davis Road
GARY W. STOCKLEY, Division Manager

Worcester Division (D†)
WORCESTER, MA 01604
617 754-4672
76 West Worcester Street
HOWARD TUNSTALL, Division Manager
JERRY MARATEA, Industrial Sales Manager

West Haven Division (D†)
WEST HAVEN, CT 06516
203 932-3661
220 Frontage Road
JOHN W. TRIPP, Vice President-Division Manager
GEORGE MURRAY, Industrial Sales Manager

Saxon Paper - New York (P†)
LONG ISLAND CITY, NY 11101
718 937-6100
30-10 Starr Avenue
MICHAEL J. MAZO, President
ANTHONY TARTAGLIA, Controller

Saxon Paper - Florida (P†)
MIAMI, FL 33126
305 592-6650
1867 N.W. 72nd Avenue
GENE PRESS, President
JAMES KRESGE, Controller

Tampa Division (P†)
TAMPA, FL 33614
813 885-4731
6625 Anderson Road
JAMES CURTIS, Branch Manager

Seneca Paper Company (P)
ROCHESTER, NY 14603
716 328-9300
48 King Street
ARTHUR L. BASCOMB, President
MICHAEL L. VEEN, Senior Vice President
DONALD A. BETZ, Corporate Vice President, Merchandising Manager
RICHARD T. O'BRIEN, Corporate Vice President & General Manager

Binghamton Division (D†)
BINGHAMTON, NY 13902
607 723-6361
97-99 Ely Street
LARRY M. KICINSKI, Vice President & General Manager

Buffalo Division (P)
BUFFALO, NY 14240
716 854-5954
210 Ellicott Street
R. JAMES SCOTT, Vice President & General Manager

Syracuse Division (D†)
LIVERPOOL, NY 13088
315 451-9390
4660 Crossroads Park Drive
HERBERT W. CROSS, Corporate Vice President & General Manager

Albany Division (D)
ALBANY, NY 12205
518 459-5200
9 Interstate Avenue
CHARLES N. PRATT, Division Manager

The Unisource Corporation (D)
LONG BEACH, CA 90802
213 435-8291
Corporate Offices
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Suite 425
RAYMOND A. PETERSON, President & Chief Executive Officer
PHILLIP L. ERICKSON, Executive Vice President
ROBERT A. DI MASCIO, SR., Vice President - Finance & Administration
ROBERT G. SPICER, Vice President, Marketing - Industrial
JOHN W. HARTLEY, Vice President - Operations
STEPHEN R. BECKER, Vice President - Human Resources

DIVISIONS:

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907 276-1736
1930 Spar Avenue
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BOISE, ID 83705
208 342-6010
1109 Boeing Street
P.O. Box 7447 (83707)
FRANK HARRIS, Division Manager

MILWAUKIE, OR 97222
503 654-6560
2690 S.E. Mailwell Drive
P.O. Box 3229 (97208)
ERNIE BLATNER, Division Manager

KENT, WA 98031
206 575-0220
20213 89th Avenue South
P.O. Box 3506 (98124)
WARD GARDNER, Division Manager

SPOKANE, WA 99206
509 535-0164
East 4320 Trent Avenue
P.O. Box 3628 (99220)
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209 264-9651
2325 South Cedar Avenue
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SPARKS, NV 89510
702 358-0510
380 South Rock Blvd.
P.O. Box 10980 (89510)
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WEST SACRAMENTO, CA 95691
916 371-7413
1690 Cebrian Street
P.O. Box 1077 (95691)
JIM STONE, Division Manager

SALT LAKE CITY, UT 84101
801 973-2600
1000 S. 500 West
P.O. Box 30038 (84130)
DICK HILL, Division Manager

SAN JOSE, CA 95133
408 272-0100
697 Lenfest Road
BOB MUNDT, Division Manager

DUBLIN, CA 94568
415 833-0606
6700 Golden Gate Drive
DAVE ALLEN, Division Manager

HONOLULU, HI 96819
808 845-3247
2250 Pahounui Drive
P.O. BOX 17459 (96817)
RICH MEACHEN, Division Manager

LAS VEGAS, NV 89103
702 871-6262
4445 S. Valley Drive
MIKE DIEHL, Division Manager

CITY OF COMMERCE, CA 90040
213 725-3700
P.O. Box (22248) LA, CA 90022
GENE NOBLES, Division Manager

CARSON, CA 90745
213 537-0030
2751 E. Dominguez Street
P.O. Box 940, Long Beach, CA 90801
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PHOENIX, AZ 85043
602 252-5831
610 S. 55th Avenue
KIP KINDREGAN, Division Manager

SAN BERNARDINO, CA 92410
714 889-0851
787 Mill Street
P.O. Box 312 (92402)
JIM SPILKER, Division Manager

NATIONAL CITY, CA 92050
619 263-8171
131 W. 33rd Street
P.O. Box 85110, San Diego, CA 92138
BILL GREEN, Division Manager

TUCSON, AZ 85719
602 622-8808
610 South Park Avenue
P.O. Box 26508, AZ 85726
TED PATTERSON, Division Manager

BRANCHES:

FAIRBANKS, AK 99701
907 452-1697
3318 International Way
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MEDFORD, OR 97504
503 772-2610
1083 Knutson Avenue
RANNY SMITH, Branch Manager

IDAHO FALLS, ID 83402
208 522-3924
1395 Enterprise
P.O. Box 370 (83402)
JERRY PARMER, Branch Manager

Universal Paper Corporation (D†)
APPLETON, WI 54914-5001
414 731-4171
1800 W. Rogers Avenue
(Mailing address: P.O. Box 537)
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CHARLES F. CONNELLY, Vice President Finance/Administration
JOHN E. LOSEY, Controller
DAVID M. SELL, Vice President Marketing
MARCIA L. MITTLESTADT, Marketing Manager, Industrial Products
PETER T. CAREY, Branch Manager-Appleton
D.W. MOODY, Sales Manager, Industrial Products
R.W. RECKER, Sales Manager, Printing Papers

NEW BERLIN, WI 53151 (D†)
414 782-2100
2350 S. 170th Street
L.F. LEFEBVRE, Branch Manager
RICHARD W. KUETHER, Sales Manager, Industrial Products
JOSEPH M. DUTELLE, Vice President/General Manager Universal Packaging Systems

MADISON, WI 53716 (D†)
608 222-9151
2517 South Seiferth Road
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JAMES R. STAECK, Sales Manager, Industrial Products
RICHARD M. PITMAN, Sales Manager, Printing Papers

LA CROSSE, WI 54601 (D†)
608 781-8200
2105 Palace Street
NED W. SPANAGEL, Operations Manager
ALAN C. NORMAN, Sales Manager, Printing Papers

Paper Development Corp. Converting Div.
(see Morrisette Paper Company)

Paper Distributors, Inc. (D†)
2221 Sycamore Street
P.O. Box 1539
HARRISBURG, PA 17105
717 234-4957
VANCE L. SCOUT, President
DOUGLAS E. SCOUT, Vice President

Paper Enterprises, Inc. (I†)
850 E. 140th Street
BRONX, NY 10454
212 292-1222
HERBERT L. SEDLER, President
JAMES A. TILZER, Vice President, Maplewood Division
PAMELA CAPASSO, Assistant to President
JORDAN SEDLER, Secretary-General Manager
CHARLES S. MAZZOCCHI, Controller
LUCY CONCEPCION, Sales Service Manager
RICHARD J. GREENE, Vice President Sales
ROBERT WALKER, Purchasing Manager

Paper Factory, Inc., The (D†)
445 Veit Road
HUNTINGDON VALLEY, PA 19006
215 364-8000
Mailing Address: P.O. Box 498, Southampton, PA 18966
JON "S" SLUTZKY, President
MICHAEL J. DOHERTY, Vice President-Operations
GENE COHEN, Vice President-Marketing
ABE GARFINKEL, Vice President-Finance
HOWARD SHERMAN, Sales Manager
SHIRLEY ARNOW, Controller
MERLE DUBROW, Executive Secretary
EDNA ERHARD, Customer Service

Paper Group, Inc., The (P†)
2904 W. 36th Place
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312 376-8341
JOHN J. DWYER, President
JOSEPH S. PESOLE, Executive Vice President
JOSEPH J. WROBEL, Treasurer-Controller-Plant Manager
WILLIAM H. CROTTY, Sales
DONALD F. KULLA, Sales
MARVIN E. NELSON, Sales
WILLIAM E. JOHNS, Sales
JOSEPH F. PLETKA, Sales
RICHARD F. DOYLE, Sales
DANIEL HOWARD, Sales
WALTER PARGULSKI, Sales
NORM GLICKMAN, Sales
MIKE CRYLEN, Sales
TIMOTHY PESOLE, Sales
BILL BATKOFF, Sales
JOHN OWENS, Sales
BILL REPPEN, Sales

Paper House, The
38 Bowden Street
ALEXANDRIA, NSW 2015
Correspondence
P.O. Box 100
Alexandria NSW 2015
Australia
Telephone 612 698-0123
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Fax No. 612 698 0154
ROBERT D. FERRIS, Product Development Manager

Paper House, Inc., The, Div. of Royal Paper Corporation
(see WWF Paper Corp.)

Paper Mart
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LOS ANGELES, CA 90040
213 726-8200
MARIANNA S. FRICK, President
KENNETH P. FRICK, Vice President

Paper Materials Co. (I†)
905 Montague Expressway
MILPITAS, CA 95035
408 262-8001
ROBERT (BOB) LEEKLEY, Chairman & President
A.J. PATEL, Secretary
B. LEE LEEKLEY, Treasurer

Paper Merchants
(see Carter Rice)

Paper Mills Agency, Inc. (P)
1213 First Avenue South
SEATTLE, WA 98134
206 622-6156
JOHN F. BRADLEY
JERRY A. NETH

Paper Outlet, The
(see Paterson Card & Paper Co.)

Paper & Plastics, Inc. (I†)
940 Maulhardt Avenue
OXNARD, CA 93030
805 485-7934
PERRY PAULSON, President
OLIVIA PAULSON, Vice President
JACK NOBLE, Office Manager
STEVE PAULSON, Financial Officer

Paper Products Co. (D†)
1310 Farmville Road
P.O. Box 22248, Highland Sta.
MEMPHIS, TN 38122
901 323-7615
SIDNEY L. KAHN, JR., President
A. H. KATZ, JR., Vice President
RICHARD J. EISEMAN, Secretary-Treasurer
ERICK PETTERSON, Purchasing Agent

BRANCH:

Mississippi Paper Co. (†)
TUPELO, MS 38801
601 842-8184
Enterprise Drive
WALTER S. SCOTT, JR., Operations Manager

Paper Products Co., Inc. (I†)
P.O. Box 7066
MOBILE, AL 36601
205 473-4431
W. V. McRANEY, SR., President
W. V. McRANEY, JR., Vice President
P. H. POTTER, General Manager
A. B. BYRD, Sales Manager

Paper Products Co., Inc. (I†)
36 Terminal Way
PITTSBURGH, PA 15219
412 481-6200
DAN R. LACKNER, President
J. JOSEPH LACKNER, Treasurer, Secretary & General Manager

P

DOUGLAS F. TOWNSHEND, Vice President, Sales
PAUL F. LACKNER, Assistant Sales Manager
SALLY KIRZYC, Controller

Paper Quick
(see Paterson Card & Paper Co.)

Paper Sales Inc. (I)
151 N. Rock Island
WICHITA, KS 67202
316 267-0788
FRANK D. HAMRICK, President
MARLYN A. HAMRICK, Vice President

Paper Service Company, Inc. (I†)
1419 North Front Street
P.O. Box 970
MANKATO, MN 56001
507 387-7931
N. BRUCE WHITE, President
JOHN L. TEESLINK, General Manager

Paper Shack, The
(see Clarke Paper Company)

Paper Shack & Container Store Inc., The
P.O. Box 5632
BOSSIER CITY, LA 71171
318 746-4108
LIONEL W. ELTIS, President
ERNESTINE SCHRAM, Vice President & General Manager
SHIRLEY M. ELTIS, Vice President

Paper Shoppe, The
(see Barbecon, Inc., National Retail Division)

Paper Specialty Division
(see Central Wisconsin Paper Co., Inc.)

Paper Supply Co.
(see Fulton Paper Company, Inc., Atlanta, GA)

Paper Supply Company, The (D†)
2915 Southwest Boulevard
KANSAS CITY, MO 64108
816 753-5757
DONALD TRANIN, Partner
BEN TRILLIN, Partner
KEITH MORANTZ, Administrator

Paper Tech, Inc. (P†)
4230 L.B.J. Freeway
P.O. Box 815067
DALLAS TX 75381
214 458-9811
SYD WAGHORNE, Chairman of the Board
JOHN WAGHORNE, President
JIM MATHEWS, Comptroller
WAYNE CHAPPELL, Manager, Customer Service

Papeterie Barber-Ellis,
(see Div. of Barber-Ellis Fine Papers)

Papeterie de France
(see Aussedat Rey)

Les Papiers Graphiques
(see Rolland Inc.)

Papier - Treuhandgesellschaft M.B.H.
1061 Wien
Gumpendorfer strasse 6
VIENNA, AUSTRIA
(0222) 57 96 86
DR. ROLAND SANDNER, Director

Papirgrossistenes Landsforening
Drammensveien 30
OSLO 2 NORWAY
(02) - 56 73 90
JAN HENRIK BOMAN, Chairman, Boman Papir A/S
MICHEL ANDVORD, Vice-chairman, Rich Andvord A/S
TROND SVENSEN, Carl E. Petersen & Son A/S
SVERRE FJELD HALVORSEN, Halvorsen & Larsen A/S
TOM THYHOLDT, Brodrene Thyholdt Engros A/S
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Pappersgruppen AB (D†)
P.O. Box 1004
S-43126 MOLNDAL, SWEDEN
BERNHARD GUSTAFSSON, Chairman
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Paragon Packaging Products, Inc. (I†)
625 Beaver Road
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GIRARD, PA 16417
814 774-9621
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AGNES LENDA, Purchasing Agent
KENNETH E. GRIFFIN, Marketing Manager
BARBARA K. WINGERTER, Vice-President & Secretary

Paragon Paper Corporation, The (D†)
657-673 Evans Street
CINCINNATI, OH 45204-1999
513 921-2345
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F. Y. WITTROCK, Vice President
ROBERT F. WEBER, Secretary
CHARLES J. WITTROCK, III, Comptroller
NORMA BONEKAMP, Assistant Treasurer
STUART C. WITTROCK, Vice President, Marketing

Parker Paper Products, Inc. (I†)
705 Kenilworth Avenue
CHERRY HILL, NJ 08002
609 665-0497
RICHARD L. PARKER, President
DORIS W. PARKER, Vice President
SANDRA P. FARRELL, Secretary, Treasurer

Parker Wholesale Paper, Inc. (D†)
513 E. Cypress
P.O. Box 751
BASTROP, LA 71220
318 281-4293
CHARLES E. (BUD) PARKER, Owner-President

Parsons, Frank, Paper Company, Inc. (P†)
2270 Beaver Road
LANDOVER, MARYLAND 20785
301 386-4700
THOMAS T. CHAMBERS, Chairman of Board, C.E.O.
DOUGLAS T. PARSONS, President
DONALD F. MALANEY, Executive Vice President, Government Sales
ARTHUR M. KELEHER, Executive Vice President & Sales Manager
PAUL L. STUTTS, Secretary, Treasurer
H. PAUL FEERAR, Vice President
GEORGE L. TRAINOR, Vice President
PETER A. WATHEN, Vice President

AFFILIATE:

White-Rose Paper Company, Inc. (P†)
BALTIMORE, MD 21227
301 247-1900
4665 Hollins Ferry Road

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RICHARD A. SNYDER, Vice President
PETER SEOANE, Vice President, Sales & Secretary
RODNEY W. SHELTON, Vice President
HAL C. WHITAKER, Vice President

Passaic-Bergen Paper Company (I†)
33 California Avenue
PATERSON, NJ 07503
201 523-1100
ROBERT E. DUNN, President
ROSE M. DUNN, Vice President
CHERYL A. BERES, Secretary
RONALD B. DUNN, Treasurer

PATCO Inc. (I†)
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312 664-4641
PAULINE A. ACHTERFELD, President
JOSEPH D. ACHTERFELD, Treasurer
JAMES D. ACHTERFELD, Secretary

Paterson Card & Paper Company (P†)
730 Madison Avenue
P.O. Box 2286
PATERSON, NJ 07509
201 278-2410
ALAN S. PRELL, President
MIKE PRELL, Vice President
JOHN CAFFASO, General Manager

SUBSIDIARIES:

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DELRAY BEACH, FL 33445
305 276-4334
1155 South Congress Avenue
BEN EBENSTIEN

Paper Quick (†)
PENNSAUKEN, NJ 08110
609 663-8424
9120 B Pennsauken Highway
FRANK COAR

Pelican Paper Co., Inc. (I†)
410 Josephine
P.O. Box 30069
NEW ORLEANS, LA 70130
504 522-8886
MOISE SCHORNSTEIN, President
DONALD K. PEYTON, Vice President
CHARLES BENNETT, Secretary
SAM GAINSBURGH, Treasurer
STEVE MARTINY General Manager
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Peninsular Paper Co. (I†)
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813 621-3091
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RICHARD CLARKE, JR., Secretary
KAREN CLARKE, Treasurer

P

Peninsula Paper Company (I)
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408 294-7470
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DALE F. BARTOLETTI, Vice President
PRIMO DON INCERTY, Vice President
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Penn Jersey Paper Co.
2801 Red Lion Road
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215 671-9800
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THOMAS R. FURIA, JR., General Manager
ALBERT RENZI, Vice President
JAMES SCHAPPERLE, Sales Manager
LEONARD MULDOON, Sales Manager
BUD STEINBRONN, Sales Manager
F. DENNIS CILETTI, Treasurer

Penn State Paper & Box Co., Inc. (I†)
323 Sumner Avenue
P.O. Box 1906
ALLENTOWN, PA 18105
215 433-7468
STANLEY MORGANSTEIN, President
ALFRED J. BECK, Secretary-Treasurer

Penn Valley Chemical Company (I)
Penn Street & Krieble Avenue
LANSDALE, PA 19446
215 855-1878
G.F. O'BRIEN, President
JAMES J. HANRATTY, Vice President

Perkins-Goodwin Co., Inc. (D)
1 Rockefeller Plaza
NEW YORK, NY 10020
212 246-8500
R.T. O'HARA, Executive Vice President & Chief Operating Officer
A.J. CANCELLIERI, Vice President Finance & Administration
R.C. VINSON, Secretary
C.W. ANDERSON, Eastern Sales Manager
H.E. BERGQUIST, Western Sales Manager

BRANCH:

NORTHFIELD, IL 60093
312 446-4360
540 Frontage Road
HAROLD E. BERGQUIST, Western Sales Manager

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Trojan 2197
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JOHANNESBURG 2000, SOUTH AFRICA
(011) 683-6915
Telex: 4-85605 & 4-85872
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G.E. BORTOLAN, Managing Director
P. SCHUTTE, Regional Director Transvaal
R. ANQUETIL, Regional Director Natal
A.G. CRAMPTON, Financial Director
D.P. SIMPSON, Regional Director Cape
L.P. MENDOZA, Director

Peterson Paper Company (D†)
301 E. Second Street
DAVENPORT, IA 52801
319 323-9946
R. W. PETERSON, President
RUDOLPH DALL, Vice President
PETER A. PETERSON, Secretary
T. P. HOLLOWELL, MRS., Treasurer

Philand Industries, Inc.
88 Samson Road
Muntinlupa, Metro Manila
MANILA, PHILIPPINES 3124
(P.O. Box 3343, Manila, Philippines 2801)
ROBERT C. HWANG, President

Piedmont National Corporation (I†)
1561 Southland Circle, N.W.
ATLANTA, GA 30318
404-351-6130
(Mailing Address: P.O. Box 20118, Atlanta, GA 30325)
HUGH MARX, Chairman of the Board
ALBERT MARX, President
GEORGE ROBBINS, Executive Vice President, Sales
JACK DeLEON, Vice President, Purchasing
DON COLTER, Administration Vice President

Pilcher, Robert, Paper Company A Division of Kankakee Industrial Supply Company, Inc. (I†)
1403 North Herkimer Street
P.O. Box 428
JOLIET, IL 60432
815 726-4328
BRUCE FLEISHER, President
PATRICK HEENAN, Vice President
ROBERT FLEISHER, Vice President
PAULINE FLEISHER, Secretary

Pioneer Paper and Plastics, Inc. (I†)
5201 Kings Road
JACKSONVILLE, FL 32205
904 354-5501
EDWARD J. FARHAT, Chairman of the Board
FREDDY E. FARAH, President
JOHN G. FARHAT, Vice President
OMAR J. FARAH, Director of Purchasing

Pioneer Stimpson, Inc. (I†)
(Subsidiary of Eastern Container Corporation)
35 Lambert Lind Highway
WARWICK, RI 02886
401 732-3523
ROBERT L. HIRSCHHORN, President
ARTHUR KORETSKY, Vice President & General Manager

Plastic Packaging Services (see Inter City Papers Limited)

Plymouth Paper Company, Inc. (P†)
242 Suffolk Street
HOLYOKE, MA 01040
413 536-2810
JOSEPH W. SHAW, Vice President
JOHN W. DIETEL, Vice President
ARMAND C. HACHEY, Vice President, Customer Service
M.S. NORRIS, Secretary/Treasurer
EDNA L. SCHROEDER, Office Manager

Pollock Paper Distributors (I†)
2310 Cockrell Avenue (75215)
P.O. Box 660005
DALLAS, TX 75266-0005
214 428-7441
LAWRENCE S. POLLOCK, JR., President
ROBERT L. ENNIS, Executive Vice President & General Manager
LOUIS R. COHEN, Corporate Merchandising Manager
BRYCE PEYTON, Manager, Personnel Development
WESLEY VERNON, Controller

BRANCHES:

AUSTIN, TX 78703 (†)
512 476-7251
302 Bowie Street
(Austin Chemical Company Division)
WILLIAM TOLIVER, Manager

DALLAS, TX 75215 (†)
214 428-7441
2229 Cockrell Avenue
(Mailing Address: P.O. Box 660005, Dallas, TX 75266-0005)
STEVE TAYLOR, Manager
THOMAS SAUR, Sales Manager
CHARLES MORTON, Operations Manager

FORT WORTH, TX 75050 (†)
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1414 W. No. Carrier Pkwy. Grand Prairie, TX
(Mailing Address: P.O. Box 248-Ft. Worth, TX 76010-0248)
LAWRENCE S. POLLOCK, III, Manager
DAVID NORTH, Sales Manager

GRAND PRAIRIE, TX 75050 (†)
214 988-1988
1430 West North Carrier Parkway
(Support Group)
LAWRENCE POLLOCK, III, Manager

HOUSTON, TX 77018 (†)
713 861-4571
3502 Yale Street
(Mailing Address: P.O. Box 2522, Houston, TX 77252-2522)
SANFORD JACOBS, Manager
DAVID TRAPP, Sales Manager

LUBBOCK, TX 79408 (†)
806 765-8589
303 Avenue M
KENNETH PAYNE
LARRY WILLIAMS

SAN ANTONIO, TX 78204 (†)
512 226-5181
118 Peden Street
JOE F. EVANS, Manager
TIM VAN DELDIN, Sales Manager
RICHARD BERK, Operations Manager

WICHITA FALLS, TX 76307-5007 (†)
817 766-4801
P.O. Box 5007
(Paper Service Company Division)
ROGER ARNOLD, Manager

SUBSIDIARIES:

Pollock Corrugated Containers (†)
GRAND PRAIRIE, TX 75050
214 988-1988
1430 West North Carrier Parkway
THOMAS N. YOUNGBERG, General Manager

Texas Paper Company (†)
DALLAS, TX 75207-0627
214 748-8731
123 Oak Lawn Avenue
P.O. Box 10627
STEPHEN HOLLERN, General Manager

Polyplast Group Inc. (A division of Polymer United/United Brands (I)
9210 NW 12th Street
MIAMI, FL 33172
305 592-8009
ROBERT K. RULAND, General Manager
LUIS ALLEN, Operations Manager
GILBERT WORTHINGTON, Marketing Manager
BENJAMIN ORTEGA, Marketing Manager
LARRY NONES, Controller

Porters Supply Company (I)
208 South Pulaski Street
BALTIMORE, MD 21223
301 566-5800
NORMAN GILDEN, President
MILES GILDEN, Vice President
BILL WHITE, Sales Manager
CHARLOTTE GILDEN, Treasurer

Portsmouth Paper Co. (I†)
4 Cutts Street
PORTSMOUTH, NH 03801
603 436-1910
BERNARD GOODMAN, President
SHELDON KRASKER, Treasurer
SHELDON L. GOODMAN, Vice President

Q-R

Prescotech, A Company of Gerlach Industries, Inc. (I†)
1001 West Oak Street
LOUISVILLE, KY 40210
502 585-5866
(Mailing Address: P.O. Box 10068 Station D)
LARRY P. GUIGNON, President
MATTHEW T. SCHOEN, Controller

DIVISIONS:

ERIE, PA 16503 (I†)
814 456-5351
859 East 8th Street
WARREN SAWICKI, Division General Manager
BERNARD E. CAYLOR, Plant Superintendent
JOSEPH J. CHERMACK, Purchasing Agent
JOHN MACKS, Sales Manager

LOUISVILLE, KY 40210 (I†)
502 585-5866
1001 West Oak Street
LARRY CUIGNON, President, Division General Manager
CLAUDE POTTER, Operations Manager
EDWARD D. HENNEL, Sales Manager

BUFFALO, NY 14210 (I†)
716 856-2422
80 Metcalfe Street
WARREN SAWICKI, Division General Manager
JOHN MACKS, Sales Manager

EVANSVILLE, IN 47717 (I†)
812 424-3392
2000 N. New York Avenue
RICHARD B. BISCHOFF, Division General Manager
ERNEST HARRELSON, Assistant General Manager
DARYL KEITH, Purchasing Agent
CHARLES GUSTAFSON, Plant Superintendent

FORT SMITH, AR 72901 (I†)
501 646-2973
3233 South Zero Street
RICHARD D. FRANSEN, Division General Manager
CHARLES CHAPMAN, Assistant General Manager
MICHAEL SCHROEDER, Plant Manager

AKRON, OH 44306 (I†)
216 724-5574
1779 Marvo Dr.
WARREN SAWICKI, Division General Manager
JOHN MACKS, Sales Manager

ROCHESTER, NY 14602 (†)
716 232-5960
70 Cascade Drive

Presto Paper Co., Inc. (I†)
140 West 22nd Street
NEW YORK, NY 10011
212 243-3350
THOMAS M. ROSENTHAL, President
BRIGITTE ROSENTHAL, Vice President

Price-Wilson
(see Inter City Papers)

Pritty Pak
(see Bunzl Corporation)

Proctor Paper Company (D†)
60 Dix Street
LOWELL, MA 01852-4097
617 452-6549
RICHARD PROCTOR, President
C. ROBERT PROCTOR, Vice President
RICHARD PROCTOR, Treasurer

Providence Paper Company
(see The Chatfield Paper Co., North Haven, CT)

Pyramid Paper Co. (D†)
6510 N. 54th Street
TAMPA, FL 33610
813 621-6446
JOHN O. MILLER, President
KAY V. MILLER, Vice President
CECIL SMITH, Sales Manager

Quaker City Paper & Chemical Co. (I†)
300 North Sherman Street
P.O. Box 1986
YORK, PA 17405
717 843-9061
PAUL E. NEWCOMER, President
ALEXANDER (ALEX) MONTEITH, Executive Vice President
JOSEPH P. (JOE) STAUFFER, Vice President, Paper Division-Sales
WILLIAM HANSON, Purchasing Agent

Quaife, Alfred & Co., Ltd.
Ennerdale House
273 Abbeydale Road
Wembley
MIDDLESEX HA0 1PZ
01-998-7725
Telex: 269780
DIRECTORS
GEORGE S. CHRISTIE, Chairman
DAVID A. FORDHAM, International Managing Director
MICHAEL SCOTT, International Managing Director
DAVID COATH, International Managing Director
MICHAEL WINDETT, International Managing Director

BRANCHES:

Bedford
BEDFORD
3 Lurke Street

Chatham
CHATHAM, KENT
Ennerdale House
4 Revenge Road
Lordswood Industrial Estate

Luton
LUTON, BEDFORDSHIRE
Ennerdale House
3 Finway
Dallow Road

Milton Keynes
MOUNT FARM, MILTON KEYNES MK1 1BZ
Unit 1
Grove Ash
Dawson Road

Wooburn Green
WOOBURN GREEN, BUCKINGHAMSHIRE
Ennerdale House
9 Wooburn Industrial Park

Waltham Abbey
WALTHAM ABBEY, ESSEX
Unit 15
Lea Park Industrial Estate

Wembley
WEMBLEY MIDDLESEX HA0 1PZ
268 Abbeydale Road

Queensboro Paper Corp. (P)
95-26 Sutphin Blvd.
JAMAICA, NY 11435
718 739-7215
516 352-8050
WILLIAM C. CARRIER, President
STEVEN W. CARRIER, Vice President
JACK GELLMAN, Vice President

Quimby-Walstrum Paper Co. (D†)
2944 Walkent Drive, N.W.
GRAND RAPIDS, MI 49504
616 784-4700
JON RICHARDSON, President
R.E. MILLER, Chairman
ROBERT R. BOWER, Executive Vice President, Marketing
DONALD BUTLER, Treasurer
ROBER J. VOS, Sales Promotion Manager
RICHARD TIETEMA, Sales Service Manager

R & D Paper Co., Division of Ace Surgical Supply Co., Inc. (I†)
Brooklyn Navy Yard
Building No. 5
BROOKLYN, NY 11205
718 852-4676
DAVID GUTTMAN, President
SHAYE TAUB, Warehouse Manager
LALA KOSCHITZKI, Operations Manager

RMA/Kolko Corporation (I†)
20 Jet View Drive
P.O. Box Q
ROCHESTER, NY 14623
716 328-9500
J. HERBERT OGDEN, JR., Chairman of the Board & Chief Executive Officer
CHARLES H. SCHWARTZ, Vice Chairman
JACK PEARSON, Vice President-Commercial Sales
MONJIT SHUKLA, Secretary-Treasurer
JAMES W. STENGER, Vice President, Finance & Operations & Administration
SAMUEL KOLKO, President
MORDECAI KOLKO, Vice President Purchasing
MIKE KOLKO, Vice President National Account Sales

Randolph Paper Company (I†)
2141 S. Throop Street
CHICAGO, IL 60608
312 738-1700
SYDNEY M. FEINBERG, President & Treasurer
CRAIG A. LOTSOFF, Executive Vice President
GERALD W. SMITH, Executive Vice President
GERALD BARECK, Executive Vice President
DAVID MAROSE, Executive Vice President
RUSSELL RABJOHNS, Executive Vice President
LARRY ZEID, Secretary

Raul Bollo Gomez
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Rap-Id Paper and Restaurant Supply Ltd.
(see Balpex Inc.)

Redstone Paper Company
(see Affiliated Paper Companies)

Reed Paper Co., Inc. (I†)
Lewiston Industrial Park
Saratoga Street
P.O. Box 1704
LEWISTON, ME 04240
207 784-1591
MICHAEL C. REED, President
JOHN CAMPBELL, Vice President-General Manager
MICHAEL DURGIN, Sales Manager

BRANCHES:

Reed Paper Co., Inc. (Brown & White Div)
BANGOR, ME 04401
207 945-9636
24 Larkin Street

Reed Paper Co., Inc.
(Warehouse Outlet)
AUBURN, ME 04210
207 786-3628
386 Minot Avenue

Reed Paper Co., Inc.
(Warehouse Outlet)
LEWISTON, MAINE 04240
Marketplace Mall
Main Street

Regal Envelope, Div. of Royal Paper Corporation
(see WWF Paper Corp.)

Reid Paper Co., Div. of Steindler Paper Co.
(see CDA Distributors

Reliable Paper Company (D†)
1435 N. 113 Street
P.O. Box 13397
MILWAUKEE, WI 53213-0397
414 258-1200
PHILIP K. HARVEY, President
DAVID E. GEISE, Executive Vice President
JAMES G. PHILLIPS, Vice President, Marketing
TERRENCE B. GILBOY, Vice President
ANTHONY N. HEINZ, Treasurer
STEPHEN M. FISHER, Secretary
BARRY T. HENTZ, Vice President, Sales

BRANCH:

APPLETON, WI 54911 (D)
414 731-0311
2300 American Drive

SUBSIDIARY:

Combined Packaging Inc.
APPLETON, WI 54911
414 731-8551
2300 American Drive
CHARLES R. MILLER, President

Renard Paper Company, Inc. (I†)
4465 Manchester Avenue
ST. LOUIS, MO 63110
314 371-4422
HENRI E. RENARD, Chairman & General Manager
D.M. RENARD, Vice President
DAVID A. RENARD, Secretary & President
MARGARET R. DROEGE, Assistant Secretary, Vice President
PAUL H. RENARD, Vice President
JOHN M. RENARD, Vice President

Representaciones Maar, S.DE R.L.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Representaciones San Luis, S.A.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

Representantes De Fabricas, S.A.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

The Reuben Schneider Co. (I)
1926 W. North Lane
PHOENIX, AZ 85021
602 242-5929
REUBEN SCHNEIDER, President
JOSEPH J. SCHNEIDER, Vice President
GLORIA SCHNEIDER, Secretary/Treasurer

Papeteries J. Rezard
(see Aussedat Rey)

Richards & Simmons, Inc.
(see Jordan Paper Products, Inc.)

G.A. Rinn Paper Co.
(see Killhour Commercial Paper Co.)

Ris Paper Company, Inc., (Parent) (P†)
1225 Franklin Avenue, Suite 415
GARDEN CITY, NY 11530
516 742-2424
HOWARD C. RIS, Chairman Emeritus
BENJAMIN W. KRIEGER, President & Chief Operating Officer
WILLIAM G. GROB, Vice Chairman
THOMAS WALDEN, III, Chairman, Chief Financial Officer
RAYMOND G. McGINNESS, Treasurer
PETER W. STROPLE, Vice President-Finance, Secretary
FRED J. LOMBINO, Vice President-Operations
ROBERT REARDON, EDP Manager
SUE COOK, Director of Human Resources

DIVISIONS:

Ris Paper Company—New York, Inc. (P†)
LONG ISLAND CITY, NY 11101
718 392-8100
45-11 33rd Street
HOWARD C. RIS, President
KENT L. CARSON, Chairman of the Board
ISABEL DELIBERTI, Treasurer
ROBERT S. PORGES, Vice President of Sales
GERARD A. SODANO, Vice President of Sales
JAMES S. LEE, Vice President of Sales
G. BRUCE FLETCHER, Vice President of Sales
PIERCE F. EVANS, Vice President of Sales
RALPH S. HEILMAN, Vice President Book Publishing
PAUL BAIM, Operations Manager
AGNES B. KEHRER, Manager Book Publishing
MELVIN LESTER, Credit Manager

Ris Paper Company, Inc.—Washington (D†)
CAPITOL HEIGHTS, MD 20743
301 336-8833
9101 East Hampton Drive
P.O. Box 8564
HOWARD C. RIS, Chairman
LLOYD O. HOFFMAN, JR., President
R.K. PETERSON, Vice President, Government Sales
FRANK P. WILLIAMS, III, Treasurer
BILL WILSON, Director of Purchasing
MIKE ROYCE, EDP Manager
BILL CLARK, Sales Manager
RON QUATTRIN, Credit Manager

BRANCHES:

BALTIMORE, MD 21230 (†)
301 539-1270
1220 Key Highway
WILLIAM M. PIGG, Branch Manager

RICHMOND, VA 23232 (†)
804 222-7660
4222 Sarellen Road
ADIE TEMPLETON, Branch Manager

DIVISION:

Ris Paper Company, Inc.—New England (P†)
WOODBURN, MA 01801
617 938-1800
499 Wildwood Street
HOWARD C. RIS, Chairman
RICHARD C. ROGERS, President
RAYMOND G. McGINNESS, Vice President & Treasurer
DONALD STOCKWELL, Vice President & Branch Manager
RICHARD KEEVERS, Vice President
GORDON RAYMOND, Manager-Operations
KIM CROCKER, Credit Manager
ROBERT REARDON, EDP Manager

BRANCHES:

CONCORD, NH 03301 (†)
603 225-5545
6 Park Street
P.O. Box 492
WILLIAM E. STEELE, Manager

PROVIDENCE, RI 02904 (†)
401 467-9450
350 Allens Avenue
GORDON H. ROBERTSON, Manager

ROCKY HILL, CT 06067 (†)
203 563-8211
1000 Elm Street
RICHARD M. KEEVERS, Manager
DANIEL T. KEEFE, Sales Manager, Southern CT

ALBANY, NY 12206 (†)
518 465-1425
311 Washington Avenue
JOHN PATTENAUDE, Manager

WEST HAVEN, CT 06516 (†)
203 937-1234
240 Frontage Road
(mailing address: P.O. Box 9251-New Haven, 06533-0251)
RICHARD M. KEEVERS, Manager
TOM SCANLON, Operations Manager

DIVISION:

Ris Paper Company, Inc. (D†)
PENNSAUKEN, NJ 08110
609 488-0800
1705 Suckle Highway
JOSEPH C. GIORDANO, President
GEORGE MICK, Treasurer
JOSEPH McLAUGHLIN, Credit Manager
LOUIS DEYENNO, Sales Manager

BRANCH:

ALLENTOWN, PA 18103 (†)
215 434-4411
444 East Cedar Street
MICHAEL HNAT, Vice President & General Manager

DIVISIONS:

Walker Goulard Plehn Co., Inc. (D)
GARDEN CITY, NY 11530
516 683-3390
1225 Franklin Avenue, Suite 415
CHRISTIAN C. O'CONNOR, President

Garden City Paper International
PENNSAUKEN, NJ 08110
609 488-0800
1705 Suckle Highway
WILLIAM G. GROB, President
TOM TANGURY, General Manager
JOE O'NEILL, Operations Manager

SUBSIDIARY:

Diem & Wing Paper Company, The (D†)
CINCINNATI, OH 45202
513 721-2163
824 Broadway
JACK B. SCHNEIDER, President & Chief Executive Officer
THOMAS J. MALONEY, Vice President Branch Manager

DIVISIONS:

COLUMBUS, OH 43216 (†)
614 274-1155
2365 Scioto Harper Drive
ERWIN L. MICHEL, JR., Vice President-Manager

DAYTON, OH 45404 (†)
513 222-7829
1200 Leo Street
JAMES M. TROXELL, Vice President-Manager

Lesh, C. P., Paper Company (P†)
INDIANAPOLIS, IN 46206
317 635-5506
1302 Stadium Drive
P.O. Box 363
DONALD R. CHAMNESS, Vice President

S

SOUTH BEND, IN 46619 (†)
219 287-1541
1402 South Olive Street
P.O. Box 3009
PHILLIP SINCLAIR, Vice President-Manager

Rite-Away Paper Points, Inc. (D)
5432 West 111th Street
OAK LAWN, IL 60453
312 422-6534
JAMES C. MANGAN, President & Sales Manager
ROBERTA A. MANGAN, Vice President & Treasurer

River House Distributors Division of Arena Development of Fulton Inc.
RD # 1 West River Road North
FULTON, NY 13069
315 593-6296
RAFFAELA A. ARENA, President

Roach Paper Company, Little Rock, AR and Memphis, TN
(see Distribix, Inc.)

Robert Paper Co., Inc. (D)
300 Park Avenue South
NEW YORK, NY 10010
212 673-7100
ROBERT M. ROBERT, Chairman of the Board
ALVA C. ROBERT, Vice President
R. MICHAEL ROBERT, President
R. MILES ROBERT, Vice President

BRANCH:

Aquatex Paper Corp. (D)
NEW YORK, NY 10010
212 673-7100
300 Park Avenue South
ROBERT M. ROBERT, Chairman of the Board
R. MICHAEL ROBERT, President

Roberts Paper Company (I†)
100 S. Lincoln Street
P.O. Box 1029
AMARILLO, TX 79105
806 376-9814
RICHARD ROBERTS, Chairman of the Board
RICHARD E. ROBERTS, President
BARBARA MILLER, Vice President-General Manager
JOY LACY, Secretary Treasurer

Roberts Paper Company (D†)
Industrial Circle
LINCOLN, RI 02865
401 724-1000
S. DAVID ROBERTS, President
HAROLD S. ROBERTS, Executive Vice President
IRVING H. LEVINE, Secretary-Treasurer
ALBERT M. SURDUT, General Manager

Robinson, C.H., Paper Co. (Div. of Rolland) (D†)
160 Fox Street
PORTLAND, ME 04101
207 773-2973
JOHN M. ROBINSON, President
HOWARD F. DETMER, Senior Vice President
DAVID H. DRAKE, Vice President
KEITH MALONE, Controller

DIVISION:

WOBURN, MA 01801 (P†)
617 935-7550
3S Commerce Way
THOMAS J. McQUILLAN, Vice President, General Manager
A. RICHARD CASEY, Sales Manager

Robitaille, Rene Inc.
(see Balpex Inc.)

Rochester Paper Company, Inc. (I†)
1320 Buffalo Road
ROCHESTER, NY 14624
716 328-8000
NORBERT RATAJCZYK, President

Rochester Paper Co., Inc.
(see Chudy Paper Co., Inc.)

Rockford Wholesale Paper Company, Incorporated (I)
611-613 Chestnut
P.O. Box 137
ROCKFORD, IL 61105
815 964-6729
MARK A. SULLIVAN, President
GLORIA C. SULLIVAN, Vice President
ERVIN J. KATZ, Sales Manager
WAYNE W. LONG, Purchasing Agent

Rohner Distributors, Inc.
(see CDA Distributors)

Rolland Inc. Distribution Division (F†)
Administration and Marketing Services
200 Ronson Drive, Suite 314
REXDALE, ONTARIO
416 249-7021
M9W 5Z9, CANADA
TERRY PITCHFORD, Executive Vice President
RUSS TURNBULL, Vice President Marketing
GARY PEARSON, Marketing Coordinator
NIGEL RAINCOCK, Manager of Diversified Business

DIVISIONS:

Les Papiers Graphiques (P†)
MONTREAL, QUEBEC
514 351-3520
NJ 1L8, CANADA
10,000 RAY LAWSON BLVD.
BENOIT COURCHESNE, General Manager
FRANCOIS THOMAS, Sales Manager
GUIDO AMATO, General Sales Manager

Les Papiers Graphiques (P†)
ST. FOY, QUEBEC
418 658-0116
G1P 3S4, CANADA
2800 Dalton Street
ANDRE CANTIN, Branch Manager

Select Papers
TORONTO, ONTARIO
416 363-4464
M5A 1B5, CANADA
200 Queen's Quay, East
RAY FRANKS, General Manager
DAVE COHOON, Product Sales Manager
BOB BURMAN, Sales Manager-Printing Papers
DAVE TREVELYAN, Sales Manager, Copy Duplicating

Graphic Papers (P†)
SUDBURY, ONTARIO
705 566-4320
P3A 1N3, CANADA
169 Patie Street
GERALD JOLLY, Branch Manager

Graphic Papers (P†)
OTTAWA, ONTARIO
613 744-0985
K1B 3V3, CANADA
1228 Innes Road, Bay 303, 304
ROD VILLENEUVE, Branch Manager
MARIO GAUTHIER, Director of Operations for:
Graphic Papers Ottawa
Graphic Papers Sudbury
Graphic Papers Moncton

Graphic Papers
MONCTON, NEW BRUNSWICK
506 855-2385
E1E 3R8
80 Driscoll Crescent
Moncton Industrial Park
NEVILLE HICKS, Branch Manager

Ropak
(see CDA Distributors)

Ropak of Texas
(see CDA Distributors)

Rotary Paper Manifold Company (P†)
4520 United Parkway
SCHILLER PARK, IL 60176
312 678-9095
R.G. VAN DYCK, President
J.K. CHAPMAN, Vice President/Sales Manager
R.S. BULL, III, Financial Analyst
R.S. BULL, JR., Chairman of the Board
S.T. RYAN, Controller
C. CZERWINSKI, Superintendent

Rourke-Eno Packaging
(see Paper Corporation of America)

Rourke-Eno Paper Co., Inc., The
(see Paper Corporation of America)

Royal Paper Corporation
(see WWF Paper Corporation)

Royal Papers, Inc. (I†)
1218 South Vandeventer
ST. LOUIS, MO 63110
314 533-6215
EDWARD J. ALBERDING, Vice President
DON DE FOSSET, President
NORMAN WALSCH, Senior Vice President
EDWARD J. NASH, Executive Vice President & Sales Manager

Runge Paper Co., Inc. (D†)
3714 N. Runge Avenue
FRANKLIN PARK, IL 60131
312 625-6137
LEONARD E. RUNGE, Chairman of the Board
ROGER E. BENHART, President
HEINZ A. KRUEGER, Treasurer & General Manager

Russell-Field Paper Co., Inc. (D†)
2801 Grant Street
BELLWOOD, IL 60104
312 544-6123
JOHN H. FIELD, President
HOLLIS PORTER, General Manager

BRANCH:

NEWTON SQUARE, PA (Sales Office only) (§)

Russell Hall Company (I)
19 North George Street Box 734
MERIDEN, CT 06450
203 235-6391
PHILIP H. HALL, President
WILLIAM D. HALL, Executive Vice President
PHILIP H. HALL, Treasurer

Salem Paper Co. (Corp.) (I†)
16 Broadway
Box 151
SALEM, MA 01970
617 744-3323
HERBERT ABLOW, President
SAUL ABLOW, MRS., Assistant Treasurer-Clerk of Corporation
JEROME ABLON, General Manager
DREW WILCZEK, Purchasing Agent
PAT MUNROE, Comptroller

San Luis Paper Company (I)
P.O. Box 1859
SAN LUIS OBISPO, CA 93406
803 544-5656
HAROLD LARSON, President & Sales Manager
HILDING LARSON, Vice President
DEBBIE HOFFMAN, Treasurer

Saxon Industries, Inc. (D)
100 Fifth Avenue
NEW YORK, NY 10011
212 206-1000
WILLIAM SCHARFFENBERGER, President
KENNETH E. TEMPLIN, Senior Vice President
CAROLE DONLIN, Vice President-Corporate Communications
FRANK GINOLFI, Controller

Saxon Paper - New York, New England, Florida
(see Paper Corporation of America)

Schilling Paper Company, Inc. (D†)
122 Buchner Place
P.O. Box 369
LaCROSSE, WI 54602
608 784-4517
ALLAN E. SCHILLING, JR., President
JOHN P. SCHILLING, Vice President
DAVE L. FELDE, Purchasing

BRANCHES:

EAU CLAIRE, WI 54701 (D†)
715 834-5335
3110 Louis Avenue

ROCHESTER, MN 55901 (D†)
507 288-8940
1620 N.W. 7th Street
JOHN SCHILLING, Manager

AUSTIN, MN 55912 (D†)
507 433-3447
608 N.E. 10th Street

Schnaible Service & Supply Company, Inc. (I†)
231 Chestnut Street
P.O. Box 1453
LAFAYETTE, IN 47902
317 742-0280
DONALD JAY STEIN, President
THEODORE KLINE, Treasurer
JAMES WARD, General Manager
JAMES BOSLER, Purchasing Agent
GALE SCHNAIBLE, Director of Sales

BRANCHES:

KOKOMO, IN 46901 (†)
317 459-9340
1813 E. Vaile
JOHN DODD, Manager

BLOOMINGTON, IN 47401 (†)
812 332-1131
92B S. Walnut Street
RITA ASHCRAFT, Manager

INDIANAPOLIS, IN 46220 (†)
317 634-6262
65 S. Forest
MIKE DAVIS, Manager

SOUTH BEND, IN 46544 (†)
219 259-4658
1509 Lincolnway, E. Mishawaka, IN 46544
OSCAR NAGLER, Manager

FORT WAYNE, IN 46804 (†)
219 456-8606
302 E. Wallace Street
JERRY JOLEY, Manager

TERRE HAUTE, IN
812 877-3180
# 2 Felling Lane
STEVE RUNYAN, Manager

Schneider, Reuben, Inc. (I†)
1926 W. North Lane
PHOENIX, AZ 85021
602 943-3411
REUBEN SCHNEIDER, President
JOSEPH J. SCHNEIDER, Vice President
GLORIA SCHNEIDER, Secretary/Treasurer

Schofield Paper, Domtar Inc. (P†)
Grandview Industrial Park
P.O. Box 1377
SAINT JOHN, N.B.
506 633-0909
E2L 4H8, CANADA
P.J. LUNDY, General Manager

Schwartz Paper Company, Inc. (D†)
801 So. Tillotson Avenue
P.O. Box 2788
MUNCIE, IN 47302
317 284-7766
MARTIN D. SCHWARTZ, Chairman of the Board
HELEN B. SCHWARTZ, Vice President
RAY S. FERGUSON, President
LOWELL PEQUIGNOT, Executive Vice President
GAIL BAIRD, Sales Director
DEB BURTON, Office Manager

J & C Scott Brothers Ltd.
(see Balpex Inc.)

Seaboard Paper Co.
(see Mead Merchants)

Seaman-Patrick Paper Company (P†)
2000 Howard Street
DETROIT, MI 48216
313 496-3131
W.F. (BILL) STARLING, Chairman of the Board
F.M. (MIKE) STARLING, President
W.J. (JOHN) WICKETT, Senior Vice President, Operations & Marketing
G. (GEORGE) ASHLEY, Vice President Finance
W. (BILL) CARTWRIGHT, Vice President Purchasing
D.M. (DAVE) LaMOTHE, Vice President Operations

Select Papers
(see Rolland Inc.)

Selig Paper Company
(see G.W.M. Industries, Inc.)

Seneca Paper Company
(see Paper Corporation of America)

Service Paper Company (I)
3324 Lind Avenue S.W.
RENTON, WA 98055
206 575-0066
DONALD ANDERSON, President
JOSEPH HOLTON, Vice President
CLAUS J. MEIER, Vice President
LARRY J. HUBACKA, Sales Manager
DAVE GAISER, Marketing Manager

Set Point Paper Co., Inc. (†)
69 Elm Street
FOXBORO, MA 02035
617 543-3800
RICHARD J. MADIGAN, President, Treasurer
MICHAEL E. KENEALLY, Vice President
CHRISTOPHER P. KEARNEY, Product Manager

Shaughnessy-Kniep-Hawe Paper Company (P†)
4316 Duncan Avenue
P.O. Box 14289 (63178)
ST. LOUIS, MO 63110
314 533-2711
EDWARD H. KNIEP, III, President
LOUIS W. LEHMAN, Vice President
DUANE N. WRIGHT, Vice President
JOHN R. McNAMEE, Vice President
RICHARD W. KNIEP, Vice President
VERNON R. KIRCHOFF, Treasurer

Sheridan-Clayton Paper Co. (D†)
302-310 South Third Street
P.O. Box 384
ST. JOSEPH, MO 64502
816 279-0817
JACK W. CLAYTON, President, Treasurer
SHARON S. CLAYTON, Vice President, Secretary
GARY M. WYATT, Sales Manager

Shore Paper Company (I†)
4100 Poplar Street
PHILADELPHIA, PA 19104
215 382-2544
AARON L. SHORE, President
JEFFRY SHORE, Vice President
JAMES SHORE, Vice President
JEFFREY SHORE, Sales Manager

Shorr Paper Products, Inc. (I†)
227 S. River Street
P.O. Box 1031
AURORA, IL 60507
312 897-6000
KENNETH SHORR, Chairman
ROBERT SHORR, President
DARRELL HUTTON, Sales Manager
TOM HOHMANN, Converting Manager

BRANCHES:

MARSHALLTOWN, IA 50158 (I†)
515 752-1857
208 Leo Street
GARY MYERS, Manager

CHICAGO, IL 60611 (§†)
312 951-2880
Sales Office
John Hancock Center
875 N. Michigan Avenue
ROBERT SHORR

Siclare, Cross/New York, Inc. (P†)
P.O. Box 301
125 Lake Avenue
STATEN ISLAND, NY 10303
718 442-8900
CLEMENTE A. SICLARE, Chairman of the Board
CROSS C. SICLARE, President
ROCCO SICLARE, Vice President, Treasurer
JOSEPH SICLARE, Vice President, Secretary
FRAN WISNIEWSKI, Controller
JOHN PETER SICLARE, SR., Vice President, General Manager
CROSS R. SICLARE, First Vice President
CROSS J. SICLARE, Vice President, Operations
VINCENT BARONE, Director of Finance

Smith, G.F., & Son-London-Ltd. (P†)
Lockwood Street
HULL, HU2 OHL, ENGLAND
Hull 23503
Telex: 597363
J. ALEXANDER, Manager Director

Smith, W.H., Paper Corporation (P†)
(Division of Rolland Paper Corp.)
P.O. Box 1290
ALBANY, NY 12201
518 489-8311
TERRY PITCHFORD, President
JOHN C. SELIG, Executive Vice President & General Manager
RICHARD W. POWELL, Vice President

S

LUTHER J. PANTALEO, Treasurer
GARY STROBEL, Operations Manager

Smith Paper Company Inc. (I†)
304 Mulberry Street
P.O. Box 7245 (71611)
PINE BLUFF, AR 71601
501 534-9010
JACK P. SMITH, President
ED H. SMITH, Executive Vice President/Marketing
JERRY F. KELL, Vice President/Operations
CHARLES D. MATHEWS, Asst. Vice President
HARRY I. SWANSON, Asst. Vice President
VICTOR BARTH, Warehouse Manager

Smith Paper Limited
(see Balpex Inc.)

Smith-Scharff (I†)
722 S. Vandeventer Avenue
P.O. Box 15215
ST. LOUIS, MO 63110-0215
314 533-0233
ARTHUR L. SCHARFF, Chairman of the Board/President
GENE V. PETERMAN, Executive Vice President
ROBERT P. BOHM, Vice President-Marketing
STEVE FELDMAN, Sales Manager

Snelling Paper Ltd.
(see Balpex Inc.)

Snyder Paper Corporation (D†)
250 26th Street Drive, S.E.
P.O. Box 758
HICKORY, NC 28601
704 328-2501
JOHN C. McALLISTER, JR., President
BUSTER R. SPENCER, Vice President
ROGER K. McGUIRE, Vice President & Sales Manager-Industrial
FRED E. SMITH, Vice President & Sales Manager-Fine
P.C. UNDERDOWN, JR., Secretary & Treasurer
BUSTER P. SPENCER, House Manager, Hickory
D. THAD LINEBERGER, Sales Manager, Industrial

BRANCHES:

HIGH POINT, NC 27263 (D†)
919 882-0126
P.O. Box 4118
Brevard Street & Fraley Road
JOHN C. McALLISTER, JR., President & Branch Manager

CHARLOTTE, NC 28206 (D†)
704 333-9675
P.O. Box 33278
401 Enterprise Drive
BOB TRACY, Branch Manager

Snyder Paper Corp. (§†)
RALEIGH, NC 27625
P.O. Box 95072
3117 Poplarwood Ct.
Suite 110

Sofco, Inc. (D†)
702 Potential Parkway, Corporation Park
SCOTIA, NY 12302
518 374-7810
JAMES V. GARGIULO, President
MORRIS T. PALOMBO, Vice President, Purchasing
BERNARD SCHACTER, Vice President, Sales
MAURICE E. COSTELLO, Treasurer

BRANCHES:

POUGHKEEPSIE, NY 12602
123 Dutchess Turnpike

UTICA, NY 13501
1821 Broad Street

GLENS FALLS, NY 12801
Mark Plaza - Quaker Road

LIVERPOOL, NY 13088
502 Liverpool Road

South Jersey Paper Products Co., Inc. (I†)
1888 S. Delsea Drive
VINELAND, NJ 08360
609 691-2605
MARTIN A. SPECTOR, President
MARION STONE, Treasurer
BONNIE SPECTOR, Secretary

Southern Paper Company
(see Zellerbach Paper Group)

Southern Paper Company (P†)
7300 N.W. 35th Avenue
P.O. Box 520216
MIAMI, FL 33147
305 691-7310
ROBERT J. HANNA, Chairman of the Board
WILLIAM C. SCRIMGEOUR, President
AUDRA B. HANNA, Treasurer
ELIZABETH H. PATTON, Vice President & Secretary
JAMES E. HAY, Sales Manager

Southern Paper Co., Ltd. (I†)
3800 Desire Pkwy.
P.O. Box 8647
NEW ORLEANS, LA 70182
504 943-0042
AUGUST A. CABONI, President
HUEY E. McDOWELL, Vice President
WILLIAM L. JONES, Vice President
JAKE J. GENNARO, Secretary-Treasurer

Southern States Gift Wrap
(see Butler Paper Company)

Southland Wholesale Distributors, Inc. (I†)
2836 Breard Street
MONROE, LA 71201
318 323-9461
LEN OPPENHEIMER, General Manager
JACK O. MAY, Paper Division Sales Manager

South Shore/Schuster Paper Company (I†)
34d Avenue & Memorial Drive
NEPTUNE CITY, NJ 07753
201 774-2525
THOMAS C. McDONALD, President
JEFFREY HOFFMAN, Vice President
CHARLES SHIRLEY, Sales Manager

Southwest Paper Company, Inc. (D)
321 S. Frankfort
TULSA, OK 74120
918 582-3114
DONALD E. OZMENT, President

Spartan Paper Products (I)
305 West Maple Avenue
ORANGE, CA 92666
714 997-4900
GARY MEAD, President
DENNIS VALLONE, Vice President
JACK A. MESNA, Vice President
STEVE MIZE, Sales Manager
DIANE MAZZEO, Treasurer
JACK A. MESNA, General Manager

SPP-NEMO S.A. Commercial Exportadora
Alameda Franca, 1054-80
SAO PAULO, BRAZIL cep 01422
Phone No. 881.47.00
Telex No. 1131706 SPPA BR
LEON FEFFER, President
MAX FEFFER, Vice President
BORIS TABACOF, Director
DAVID FEFFER, Director Commercial
DAVID ADAMS, Manager

Spiegel Bros. Paper Co., Inc. (I†)
678 Ulster Avenue
P.O. Box 3628
KINGSTON, NY 12401
914 338-7206
SIDNEY SPIEGEL, President
ELLIOTT SPIEGEL, Vice President
SLYVIA SPIEGEL, Secretary-Treasurer

St. Jon Packaging Company Inc. (I)
P.O. Box 4244
41 Haig Street
HAMDEN, CT 06514
203 288-7781
MICHAEL B. KASPER, President, Treasurer
BERNICE KASPER, Vice President
JOE BAREY, Sales Manager

BRANCH

St. John Packaging Co., Inc. (§)
BEDFORD, MA 01730
Room 338
The Center
59 Middlesex Tpke.
MICHAEL B. KASPER

St. Louis Paper & Box Company, Inc. (I†)
3843 Garfield Avenue
P.O. Box 8260
ST. LOUIS, MO 63156
314 531-7900
WILLIAM M. LIVINGSTON, President
DENNIS STENDEBACK, Purchasing Agent
WILLIAM M. LIVINGSTON, JR., Vice President Packaging Films & Machinery Department
ROBERT M. MAYER, Secretary-Treasurer

St. Lucie Paper & Packaging, Inc. (I†)
414 Avenue A
P.O. Box 3836
FT. PIERCE, FL 33454
305 464-8406
MICHAEL HAMILTON-SMITH, President
CINDY HAMILTON-SMITH, Treasurer
SETH CARTER, JR., Vice President

Standard Paper Co. (P†)
2607 14th Street
DETROIT, MI 48216
313 963-9163
THOMAS C. GABLE, President
RICHARD J. GABLE, Vice President
CASS F. GABLE, Treasurer
KEITH R. CARROLL, Sales

Standard Paper & Merchandise Co., Inc. (I†)
180 Lyman Street
SPRINGFIELD, MA 01103
413 736-1000
EDWARD L. MAZER, President & Treasurer
LEONARD E. BLAKE, Vice President & General Manager
FRANK MASTALERZ, Vice President
FLORENCE B. MAZER, Clerk
TERRY WALSH, Buyer

Standard Paper Sales Company, Inc. (I†)
32 Banks Avenue
ASHEVILLE, NC 28801
704 253-7696
JOHN FROST WOODHOUSE, JR., President
PAULA B. WOODHOUSE, Vice President
JOHN FROST WOODHOUSE, III, Assistant Vice President & Sales Manager

Stanford Paper Company
(see Carter Rice)

Stanley Paper Company, Inc. (I†)
3130 Leonis Blvd.
LOS ANGELES, CA 90058
213 581-7826
STANLEY W. JACOBS, President
JIM HINES, Executive Vice President
LEONARD KATZ, Executive Vice President
STEVE KILEY, Vice President Operations
TONY SHATSKY, Sales Manager
GEORGE BERCOW, General Manager

DIVISIONS:

Wright Container (†)
LOS ANGELES, CA 90058
213 581-7826
3130 Leonis Blvd.

Donill Die Cutting (I)
LOS ANGELES, CA 90058
213 581-7826
3130 Leonis Blvd.

Star Paper Company, Inc. (I)
133 Hale Street
HAVERHILL, MA 01830
617 373-5651
NICHOLAS PETERSON, President & Treasurer
DEAN N. PETERSON, Vice President, Sales Manager
PAUL N. PETERSON, Vice President

Steen-Macek Paper Company (D)
P.O. Box 11628
GREEN BAY, WI 11628
414 336-0070
WILLIAM HAYES, President
MICHAEL J. RAMAKER, Treasurer
GORDON DITTMER, General Manager

Steindler Paper Company
(see CDA Distributors)

Sterling Paper Company (D†)
560 South Front Street
COLUMBUS, OH 43215
614 228-4301
S.C. BROWN, SR., Chairman Emeritus & Consultant
C.R. BROWN, JR., Chairman of the Board & Treasurer
J.W. BROWN, President & General Manager
WILLIS D. NEFF, Secretary & Assistant Treasurer
FRANK L. BENHAM, Vice President, Sales
WM. OTT, Manager Industrial Papers
ROBERT BASSETT, Manager (Mansfield Div.)

BRANCH:

MANSFIELD, OH 44906 (†)
419 529-2711
2075 West Fourth Street
ROBERT BASSETT, Manager

Stevens Company (The)
6550 Okeechobee Boulevard
WEST PALM BEACH, FL 33411
305 683-4701
LOUIS A. STEVENS, President
ALEX H. STEVENS, Vice President
HENRY W. STEVENS, Vice President, Treasurer
LOUIS A. STEVENS, Sales Manager
R. GREGORY ROGERS

J. Stone & Company, Inc. (I)
14 Bennett Street
LYNN, MA 01903
617 592-4377
CAROL Z. STONE, President & Treasurer
PETER J. STONE, Vice President
ROBERT E. BENJAMIN, Sales Manager

Stott, Chas. G., & Co., Inc. (D†)
1935 5th Street, N.E.
WASHINGTON, DC 20002
202 832-8000
REED SMITH, President
JAMES D. McLAUGHLIN, Vice President, Paper Division

Strype, Fred C., Inc. (D†)
127 East Ridgewood Avenue
P.O. Box 687
RIDGEWOOD, NJ 07451
201 444-2151
FRED C. STRYPE, JR., President & Treasurer
FRED M. STRYPE, Vice President
LOUISE M. STRYPE, Secretary
DANILO F. CIRIA CRUZ, Export Manager

Summerfield Packaging (I†)
2665 Summer Avenue
P.O. Box 12724
MEMPHIS, TN 38112
901 324-3858
H.I. SUMMERFIELD, President & Sales Manager
JERRY SUMMERFIELD, Vice President
JAYNE COLEMAN, Purchasing Agent
KENNETH MOORE, Purchasing Agent
SHIRLEY SUMMERFIELD, Treasurer

Sunclipse, Inc. (I†)
P.O. Box 2502
1610 S. Greenwood Avenue
MONTEBELLO, CA 90640
213 721-2132
KENT H. LANDSBERG, Chairman of the Board
GENE SHELTON, President & Chief Executive Officer
C.W. (BILL) DODDS, Chief Financial Officer
ANTHONY (TONY) MARRELLI, Corporate Controller
CURTIS H. THOMAS, Corporate Counsel
CHARLES E. MASON, Human Resources Manager

DIVISIONS:

Landsberg, Kent H., Co. Division of Sunclipse, Inc. (I†)
MONTEBELLO, CA 90640
213 726-7776
1640 South Greenwood Avenue
SETH LANDSBERG, Vice President & General Manager
THOMAS C. PUSHECK, Executive Vice President/Sales
JOSEPH GILLER, Vice President & Merchandise Manager

Landsberg, Kent H., Company of Northern California, Division of Sunclipse, Inc. (†)
HAYWARD, CA 94544
415 489-8200
31067 San Clemente
FRANK CHESNOS, Vice President & General Manager

Landsberg, Kent H., Company of San Diego Division of Sunclipse, Inc. (†)
SAN DIEGO, CA 92121
619 578-2015
7656 Formula Place, Suite C
DICK JENKINS, Vice President & General Manager

Western Flexible Packaging Division of Sunclipse, Inc. (†)
MONTEBELLO, CA 90640
213 725-1972
1620 South Greenwood Avenue
LEE NICKEL, Vice President & General Manager

SUBSIDIARY:

Landsberg, Kent H., Company of Georgia Subsidiary of Sunclipse, Inc. (†)
ATLANTA, GA 30336
404 696-9040
4713 Fulton Industrial Blvd.
WINSTON BOWMAN, General Manager

Superior Paper, Inc. (D†)
1300 W. Breckinridge St., (40210) (Shipping)
P.O. Box 11580 (Mailing)
LOUISVILLE, KY 40211
502 583-1647
P.R. LANCASTER, JR., President
D. RONALD ECKERT, Vice President, Sales

Superior Paper Products, Inc. (I)
120 Rice Street
P.O. Drawer 1129
BANGOR, ME 04401
207 947-7311
LEONARD E. MINSKY, President & Treasurer
KENNETH WHITNEY, Vice President, Sanitary Maintenance Division
DANA FENIMORE, Vice President
JERRY GUYOT, Purchasing Agent

BRANCH:

PORTLAND, ME 04101 (†)
207 772-8434
144 Fore Street
MARILYN MINSKY, General Manager
CLAUDE METHOT, Operations Manager

Supply/Service, Inc. (I†)
2719 Sutton Blvd.
ST. LOUIS, MO 63143-3092
314 647-4455
(Warehouse address: 1025 Spruce Street, St. Louis, MO 63102)
RONALD N. CARTER, President & Treasurer
LEWIS M. RAMACCIOTTI, Secretary
KENNETH R. CARTER, Vice President, Operations
HAROLD R. KUNZ, SR., Vice President, Laundry & Dry Cleaning Marketing

Supplyways, Inc.
(see West Coast Paper Company)

Swedish Paper Trade Association (Svenska Pappersgrossistforbundet)
Skeppargatan 27
Box 5512
114 85 STOCKHOLM, SWEDEN
08-63 35 79
Telex: 19673
LARS ERIK FYRBERG Director

Symons Paper Co., Inc.
(see Dowd Company, Inc., The)

TarHeel Paper & Supply Company (I)
7900 Industrial Village Road
P.O. Box 35139
GREENSBORO, NC 27425
919 668-3220
JAMES MARTIN, President
MIKE GAINES, Vice President

Taverner & Fricke (I†)
1461 East Fourth Street
LOS ANGELES, CA 90033
213 269-8211
STEVEN E. FRICKE, President
CARL H. FRICKE, JR., Secretary
ROGER KONSTANZER, Director of Marketing
BEVERLY STEELMAN, Director of Purchasing

U

Tayloe Paper Company (D†)
6717 East 13th Street
P.O. Box 15860
TULSA, OK 74158
918 835-6911
C. OTTO JANUS, Chairman of the Board
DAVID BAYLES, President-Treasurer
TOM HORN, Vice President
CHARLES O'BYRNE, Vice President-Sales

Taylor Martin Papers, Inc. (D†)
4621 Executive Boulevard
P.O. Box 10116
FORT WAYNE, IN 46850
219 483-8146
EMMET F. BYRNE, Owner-President
W. SETH ADAMS, Vice President & General Manager
CHARLES D. BAIR, Fine Paper Sales Manager
MAX MORROW, Industrial Paper Sales Manager

BRANCHES:

Taylor Martin Papers, Inc. (D†)
KALAMAZOO, MI 49001
616 345-3101
5111 East ML. Avenue
Unit 1 Box 15
ROGER WEBSTER, Branch Manager

Taylor Martin Papers, Inc. (D†)
INDIANAPOLIS, IN 46219
317 898-3671
8145 East 30th Street
DENNIS BOZELL, Branch Manager

Texas Paper Company
(see Pollock Paper Distributors)

Thayer, Inc. (I†)
225 Fifth Street
BENTON HARBOR, MI 49022
616 925-0633
(Mailing address: P.O. Box 867)
KAY F. PHILLIPPE VARGA, President
JOHN F. VARGA, Vice President, Secretary

Thom & Cook Ltd. (P†)
31-35 Tabard Street
LONDON, SE1 4LD, ENGLAND
01-407 6151
Telex: 888676
J. WOOLLARD, Managing Director
W.D. COLE, Director
B.J. STADDON, Director
A. WOOLLARD, Director
A.G. BRODIE, Company Secretary

Thompson Merchandising & Supply
860 S. Cambridge
SEATTLE, WA 98108
206 762-3806
KEITH LEE, President
JOE COURTNEY, Vice President

Tobey Fine Papers
(see Distribix, Inc.)

Tobey Fine Papers of Kansas City
(see Distribix, Inc.)

Tobey Peoria Paper
(see Distribix, Inc.)

Tokyo Paper Trade Association
Kami Parupu Kaikan Building
9-11, Ginza 3-Chome, Chuo-Ku
TOKYO, JAPAN
(03) 541-7139
G. YAMAGUCHI, Executive Director

Trade Paper Company (I†)
4501 So. Santa Fe Avenue
LOS ANGELES, CA 90058
213 582-7411
DANIEL KULERMAN, President
JOSEPH NEWMARK, Vice President, Finance
HOWARD SINDEL, Vice President/Merchandise
RICHARD GIANNETTA, Sales Manager

Triangle Marketing Corp. (P)
32 Bleecker Street
NEW YORK, NY 10012
212 966-0100
LAWRENCE DIAMOND, Chairman of the Board & President
SAM MARKS, Executive Vice President
DAVID APPELBAUM, Vice President, Manufacturing
ANDREW TAUB, Vice President, Marketing
PATRICK DUNNE, Vice President, Administrative Operations & Secretary
I. STEPHEN GENKIN, Vice President, Sales Manager & Treasurer
MARVIN LIPTON, Vice President, Marketing
ROBERT J. CHRISTOPHER, Vice President, Sales, Midwest Region
ROBERT A. SAUNDERS, Vice President, & General Manager Southern Region
JEROME LEVIN, Sales Vice President
GERALD MINSKY, Sales Vice President
FRED REMER, Sales Vice President
MEL LADDIN, Sales Vice President
JORDAN AARONSON, Sales Vice President
JACK DELMONTE, Vice President-Sales Service Administration
ROBERT FREDERICKS, Credit Manager
GARY DAMIANO, Accounting Services Manager

DIVISION:

Triangle Trading Company (D)
32 Bleecker Street
NEW YORK, NY 10012
212 966-0100
JORDAN ARRONSON, Sales Vice President

Trimor Products Ltd.
(see Balpex Inc.)

Triquet Paper Company
(see Butler Paper Company)

Tri-States Division
(see Chicago Paper Company)

Turgeon, L.P., Inc. (P†)
130-Montee de Liesse
MONTREAL
514 735-2231
H4T 1W4, CANADA
MAURICE DAGENAIS, President

Turner Poyer Ltd.
(see Mussett, David Ltd.)

Turnquist Paper Company (D†)
P.O. Box 100
3003 Pacific Street North
MINNEAPOLIS, MN 55440
612 529-7711
RALPH C. TURNQUIST, Chairman
ROLF W. TURNQUIST, President
DALE D. MILLER, Vice President, Printing Paper
STEVEN K. ELERT, Vice President, Industrial Paper
ALLAN P. PASCHKE, Director of Finance
JAMES R. JOHNSON, Director of Sales
CHARLES F. STUDER, Director of Operations

Unicorn Paper Co. (I†)
179 Reading
BUFFALO, NY 14220
716 826-7800
JOHN E. CHUDY, JR., President
JOHN E. CHUDY, III, Vice President
JOHN E. CHUDY, JR., Sales Manager
CATHERINE A. HUBBARD, Treasurer
MAY C. CHUDY, Secretary

Unijax, Inc. (D)
3rd Floor Gulf Life Tower
JACKSONVILLE, FL 32207
904 398-3181
WALTER L. MOORE, President & Chief Executive Officer
RONALD E. DAVIS, Executive Vice President
WALTER R. JOHNSON, Vice President Marketing, Industrial Papers
JOHN D. FOX, Vice President Marketing, Printing Papers
ROBERT L. JACOBS, Vice President-Finance
WILLIAM F. KLEIN, Director of Purchasing-Industrial
GENE B. BOWDEN, Director National Accounts
J.O. MACON, Vice President
ROGER BROWN, Vice President Districts

BRANCHES:

Unijax (D†)
ALEXANDRIA, VA 22314
703 684-0120
1456 Duke Street
RICH WARD, Sales Manager

Unijax (I)
ATLANTA, GA 30325
404 355-6460
1595 Marietta Boulevard, N.W.
NEAL ESTES, General Manager
MIKE WARD, Industrial Sales Manager

Unijax (I)
AUGUSTA, GA 30906
404 736-7027
1823 Gordon Highway
DOUG HALE, General Manager

Unijax (I†)
CHARLESTON, SC 29405
803 747-5745
3801 Meeting Street Road
DEWEY McCULLEN, General Manager

Unijax (D†)
CHARLOTTE, NC 28216
704 392-9341
1000 Hoskins Road N.
JOHN PFEIFFER, General Manager
MIKE TARLTON, Printing Sales Manager

Unijax (D†)
COLUMBIA, SC 29202
803 799-1190
845 Rosewood Drive
HAROLD R. THOMAS, General Manager
JOSEPH R. RYAN, Printing Sales Manager
WAYNE MINICK, Industrial Sales Manager

Unijax (I†)
COLUMBUS, GA 31902
404 327-7448
1553 Blanchard Boulevard
MIKE HILLIS, General Manager

Unijax (I†)
DOTHAN, AL 36301
205 794-3183
304 Inez Road
FLOYD TERRELL, General Manager

Unijax (I†)
FT. MYERS, FL 33901
813 997-5697
7984 Interstate Court, NE
North Ft. Myers, FL 33903
RUSS LaROQUE, Sales Manager

Unijax (§)
GREENSBORO, NC 27405
919 379-9754
1102 N. O'Henry Boulevard
PAM STEPPE, Sales Supervisor

Unijax (§)
GREENVILLE, SC 29602
803 271-1580
42 Cleveland Street

WAYNE MINICK, Industrial Sales Manager

Unijax (D†)
HUNTINGTON, WV 25704
304 522-0331
250 West 12th Street
LEONARD (DUTCH) HILL, JR., General Manager
JERRY BENNETT, Industrial Sales Manager
DAVID HUFF, Printing Sales Supervisor

Unijax (I†)
JACKSON, TN 38301
901 427-4406
154 Rosedale Street
A.G. HILLIARD, General Manager

Unijax (D†)
JACKSONVILLE, FL 32205
904 783-0550
330 Stevens Street
GEORGE BRYDON, General Manager
P. THOMAS WATSON, Industrial Sales Manager
JEFF THOMPSON, Printing Sales Manager

Unijax (D†)
MACON, GA 31208
912 784-9000
7515 NE Industrial Boulevard
Airport Industrial Park
BRAD KIRK, General Manager & Industrial Sales Manager
ROGER BATES, Printing Sales Manager

Unijax (D†)
MEMPHIS, TN 38118
901 362-7590
4259 Delp Street
PAUL STEWART, General Manager & Printing Sales Manager
FRED ADICKES, Industrial Sales Manager

Unijax (D†)
MIAMI, FL 33166
305 885-4711
8150 N.W. 74th Avenue
JOHN MUTHE, General Manager
JOSE ENCINOSA, Industrial Sales Manager
CATHERINE BROWN, Printing Sales Manager

Unijax (D†)
MOBILE, AL 36607
205 478-8456
3200 Crichton Street
JIM MILLIKEN, General Manager
LEE JONES, Printing Sales Manager
BOB CLARK, Industrial Sales Manager

Unijax (D†)
NORFOLK, VA 23516
804 857-6251
3809 Progress Road
JAMES J. FIVES, General Manager & Printing Sales Manager
JUNE BREWBAKER, Industrial Sales Manager

Unijax (D†)
ORLANDO, FL 32804
305 293-7461
2729 Hansrob Road
ROBERT C. BREEDLOVE, General Manager

ROBERT A. HARRIS, Printing Sales Manager
BILL LIBBE, Industrial Sales Manager

Unijax (I†)
PENSACOLA, FL 32502
904 434-2743
680 Heinberg Street
PETE WOOD, Sales Manager

Unijax (D†)
RALEIGH, NC 27609
919 828-7231
800 E. Six Forks Road
WILLIAM R. LOGAN, General Manager & Printing Sales Manager
ROBBIE GRIFFIN, Industrial Sales Manager

Unijax (D†)
RICHMOND, VA 23230
804 359-4491
2401 Dabney Road
TONY ABLE, General Manager
BILL VENNER, JR., Industrial Sales Manager
JACK COLLISON, Printng Sales Manager

Unijax (D†)
ROANOKE, VA 24010
703 343-1741
10th & Tinker Streets
RON SOWER, General Manager

Unijax (D†)
SAVANNAH, GA 31402
912 236-1366
216 E. Lathrop Avenue
REX HOBGOOD, General Manager
JAMES BULLOCK, Printing Sales Manager

Unijax (D†)
TALLAHASSEE, FL 32304
904 576-4181
2834 Roberts Avenue
RON SCHOMBERGER, General Manager & Printing Sales Manager
MIKE DAME, Industrial Sales Manager

Unijax (D†)
WILMINGTON, NC
Hwy 17 North
WILLIAM R. LOGAN, General Manager

Unijax (D†)
TAMPA, FL 33610
813 236-5781
2614 E. Henry Avenue
JOE WILSON, General Manager
JIM ROBERTS, Printing Sales Manager
FRANK BANKS, Industrial Sales Manager

Unijax (I†)
VALDOSTA, GA 31601
912 242-8274
1612 James P. Rogers Drive
CARL FESLER, General Manager

Unijax (§)
WEST PALM BEACH, FL 33409
305 471-0885
2215 North Military Trail, Unit R
BERARDO VALDES, Sales Manager

Unijax (I†)
WINCHESTER, VA 22601
703 667-3330
1908 Paper Mill Road
STEVE LEWIS, General Manager

Unijax (D†)
NEW ORLEANS, LA 70126
504 244-9301
246 Harbor Circle
TOM THOMAS, General Manager
WILLIAM KILLHOUR, Printing Sales Manager

Unijax (I†)
NASHVILLE, TN 37207
3217 Ambrose Avenue
PAUL STEWART, General Manager

Unijax (I†)
PARKERSBURG, WV 26101
304 485-6411
3705 Murdoch Avenue
LEONARD (DUTCH) HILL JR., General Manager

Unijax (I†)
CHARLESTON, WV 25311
304 342-0148
802 Ruffner Avenue
LEONARD (DUTCH) HILL JR., General Manager

Unijax (I†)
BECKLEY, WV 25802
1708 S. Kanawah Street
LEONARD (DUTCH) HILL JR., General Manager

Union Paper Company
(see Paper Corporation of America)

Union Paper Co. (D)
525 5th Street
P.O. Box 517
CLARKSTON, WA 99403
208 743-4533
MICHAEL McGINNIS, President
STACY McGINNIS, Vice President
RICHARD RENFORD, Sales Manager
PATRICIA JOHNSTON, Treasurer

Union Paper & Supply Co. (D†)
Cor. Conyngham &
N. Pennsylvania Avenue
P.O. Box 1214
WILKES-BARRE, PA 18773
717 822-6117
ARNOLD LIBENSON, President
BEN LIBENSON, Vice President-Secretary
ROBERT LIBENSON, Vice President-Treasurer
KEVIN REILLY, Purchasing Manager
STEVEN LIBENSON, Offices Machines Manager

The Unisource Corporation
(see Paper Corporation of America)

United Paper Corp. (D†)
309 DePere Street
P.O. Box 58
MENASHA, WI 54952
414 725-3201
J.R. MURPHY, President & Treasurer
L.D. MURPHY, Executive Vice President & Secretary
D.P. MURPHY, Vice President Administration

United Twine & Paper Co., Inc. (I†)
552-554 N. Mulberry Street
P.O. Box 1744
LANCASTER, PA 17603
717 299-1118
JAMES M. BRENER, President
JEAN E. BRENER, Vice President

Universal Paper Corp.
(see Paper Corporation of America)

Valiant Paper & Packaging Company, Inc. (I)
75 Knickerbocker Road
MOONACHIE, NJ 07074
201 896-8300
GARY S. COHEN, President
ELIZABETH M. COHEN, Vice President
DAVID A. COHEN, Vice President

Valley Papers, Inc. (P)
801 S. 19th
W. DES MOINES, IOWA 50265
515 223-5946
JAMES R. BELISLE, President
CAROLE BELISLE, Vice President

Vaughan Paper Products Ltd.
(see Balpex Inc.)

Veracruzana De Papeles, S.A.
(see Fabricas De Papel Loreto Y Pena Pobre, S.A.)

VSPG Verband des schweizerischen Papier- und Packmaterial-Grosshandels
Forchstrasse 36
Postfach 290
CH-8032 ZURICH
01/251 23 66
MAX BROGER, General Secretary

W

Viking Criterion Corporation (I†)
55-30 46th Street
P.O. Box 88
MASPETH, NY 11378
718 392-7400
SHELDON KORN, President
IRYS KORN, Assistant to the President
JAY RABKIN, Vice President Operations
ALLAN STRIANO, Vice President Marketing Sales
HARMEN LEDER, Vice President Tri-State

Viking Paper, Div. of Carpenter/Offutt Paper, Inc.
(see Paper Corporation of America)

Virginia Packaging Supply Company (I†)
13900 Park Center Road
HERNDON, VA 22071
703 471-0855
WESLEY O. McGEE, President
FRANK L. STOCKER, Vice President-Finance
RICHARD E. NAY, Regional Sales Manager
JEFFREY F. COE, Regional Sales Manager
DENIS IBBOTT, Operations Manager

DIVISIONS:

Central Supply Division (I†)
DAYTONA BEACH, FL 32017
904 673-9276
1052 N. Beach Street
JOE GRAY, Division President

Atlantic Container Division (I†)
DAYTONA BEACH, FL 32022
904 673-9276
1920 North Nova Road
JOSEPH GRAY, Division President

Virginia Paper Company Division of Crown Zellerbach Corporation (P)
Headquarters
3990 Gaskins Road
P.O. Box 31374
RICHMOND, VA 23294
804 747-0200
JAMES S. HUNTER, President
MICHAEL L. ALLEN, SR., Vice President, Central Region
DAVID G. BOYNTON, Senior Vice President, Southern Region
JOHN C. EMORY, Controller
LAYTON M. FRANKLIN, Vice President-Physical Distribution
ROBERT W. VICK, Vice President-Human Resources
MALCOLM B. YOUNG, Credit Manager

BRANCHES:

ATLANTA, GA 30318 (†)
404 351-8533
2281 DeFoor Hills Rd. NW
G.L. COLLEY, JR., Assistant Manager

CHARLOTTE, NC 28210 (†)
704 372-5001
4021 Rose Lake Drive
R. M. GOODSON, Manager

COLUMBIA, SC 29211 (†)
803 771-7810
756 Rosewood Drive
T. D. CONLEY, Manager

GREENSBORO, NC 27419 (†)
919 299-9750
3707 Alliance Drive
R. L. NEILL, Manager

JACKSONVILLE, FL 32206 (†)
904 354-0516
1365 Haines Street
R. D. MATTOX, Manager

LANDOVER, MD 20785 (†)
301 341-5700
3310 75th Avenue
P. F. JUNGHANS, Manager

MIAMI, FL 33152 (†)
305 592-9670
1601 N.W. 72nd Avenue
LAURIE N. HARRILL, Manager

ORLANDO, FL 32808 (†)
305 295-7810
3717 Mercy Star Court
Silver Star Commerce Center
W. S. POOLE, Manager

RALEIGH, NC 27609 (†)
919 872-7210
3600 Tarheel Drive
B.J. FITZHUGH, Manager

RICHMOND, VA 23230 (†)
804 353-5534
2100 Tomlynn Street
A.W. STALNAKER, Manager

TAMPA, FL 33605 (†)
813 247-3475
216 Commerce Park, 1212 N. 39th St.
R. A. LEAPLEY, Manager

Fine Papers (P†)
LITTLE ROCK, AR 72219
501 562-2448
6210 Dividend Street
W.H. SNYDER, JR., Manager

TIDEWATER, VA 23452
804 468-0200
2800 Crusader Circle
J.J. HUGHES, Manager

Fine Papers of Shreveport (P†)
SHREVEPORT, LA 71107
318 221-3775
209 Kansas City Avenue
J.L. SHELTON, Manager

Weaver Paper Company (P†)
MONTGOMERY, AL 36101
205 263-0274
1300 Kershaw Street
D. J. SINK, Manager

WWF Paper Corporation (P)
2 Bala Plaza
BALA CYNWYD, PA 19004
215 667-9210
1-800-345-1305
E.V. FURLONG, Vice Chairman
E.V. FURLONG, JR., President
I.T. FURLONG, Executive Vice President
J.D. DUNCAN, Executive Vice President
W. A. PACKARD, Assistant to the President
D.H. PALMER, Senior Vice President
J.T. BEATTY, Corporate Credit Manager
PAUL E. FISCHER, Treasurer
D.H. PALMER, Director Foreign Sales
G.E. GREGG, Vice President, Administration
STEWART S. FURLONG, President, WWF Book
F. LUCARD, Corporate Controller
J. FREDERICKS, Vice President, Purchasing & Facilities Management
J. ADELSBERGER, Manager of Management Information Systems

Wilcox Walter Furlong Paper Co. Division of WWF Paper Corp. (P†)
PHILADELPHIA, PA 19143
215 724-0500
54th & Grays Avenue
JAMES A. LYONS, President
THOMAS C. LOWNES, Vice President
DAVID A. SEEGER, Vice President
PAUL J. WEIHMAN, Vice President
DONALD A. DOUGHERTY, Vice President
WILLIAM E. WRIGHT, Vice President
ROBERT MUSCELLA, Vice President
WILLIAM HIGGINS, Vice President

BRANCHES:

ATLANTA, GA 30336 (†)
404 696-8900
P.O. Box 44105
5255 Fulton Industrial Blvd.
DOUGLAS W. IVESTER, Vice President & General Manager
ALAN LINN, Vice President in Charge of Sales
PETER CRAWFORD, Operations Manager

CHARLOTTE, NC 28206 (†)
704 333-8444
3013 Asbury Avenue
KENNETH F. PAYNE, General Manager

COLUMBIA, MD 21046 (†)
301 997-0500
9475 Gerwig Lane
301 621-5222
ELMER R. WILLIAMS, Vice President & General Manager
R.S. KERNO, Vice President

GREENSBORO, NC 27407 (†)
919 855-5150
2760 Patterson Avenue
JAMES TOLBERT, Manager

RICHMOND, VA 23261 (†)
804 321-1210
4245 Carolina Avenue
JOHN R. LOWERY, Vice President & General Manager

SCRANTON, PA 18509 (†)
717 961-5381
310 Depot Street
PETER SLUCK, Vice President & General Manager

WWF Paper Corp.-New England (†)
CHARLESTOWN, MA 02129
617 242-5540
440 Rutherford Avenue
WENDELL H. MORRISON, Chairman of the Board
GEORGE COOK, President
JOHN F. LYONS, JR., Executive Vice President
GERALD M. CHISHOLM, Vice President & Sales Manager-New England Group
JOHN CONNELL, Vice President
EDWARD COPPINGER, Vice President
WILLIAM E. PURDY, Vice President
PETER MACDONALD, Vice President
WILLIAM McEVOY, Vice President
GREGORY MORRISON, Vice President

WWF Paper Corp.-New England (†)
AUBURN, MA 01501
617 791-7121
48 Sword Street
WILLIAM McEVOY, Vice President & General Manager

WWF Paper Corp.-New England (†)
EAST HARTFORD, CT 06108
203 289-9324
45 Belden Street
TOM YOUNG, Vice President & General Manager
KENNETH L. LEWIS, Manager of Operations

WWF Paper Company (†)
NEW YORK, NY 10016
212 684-1200
185 Madison Avenue
ALFRED N. RUBANO, Executive Vice President
WILLIAM J. REILLY, Vice President
ROBERT SPINOSA, Sales Service Manager

WWF Paper Corp.-West
LOS ANGELES, CA 90040
213 728-1150
6817 East Acco
MANVIL MGRUBLIAN, President & Chief Executive Officer
GARY SMITH, Vice President
WILLIAM SCHMIDT, Vice President-Sales

WWF National
CHARLESTOWN, MA 02129
617 242-5540
440 Rutherford Avenue
THOMAS RYAN, President
WSILLIAM DEFORD, Vice President

Forest-Atwood Paper Company (†)
ELK GROVE VILLAGE, IL 60007
312 593-7500
1150 Lively Boulevard
THOMAS W. O'BRIEN, President
JOHN H. HEIL, Vice President
WILLIAM L. O'CONNELL, Vice President
RUSSELL G. BRUZEK, Vice President
JOHN J. HAHN, Vice President
ROBERT J. KASEBERG, Sales Manager

Lyons & Morrison Paper Co. (†)
WARWICK, RI 02860
401 732-1000
31 Graystone Street
J.F. LYONS, JR., President
WENDELL H. MORRISON, Executive Vice President

W

WWF International (France) (§)
PARIS 75008 FRANCE
553-9789
104 Ave Des Champs Elysees
Telex 62893
JOHN SHACKEL, Managing Director

WWF Paper Corp.-Florida
ORLANDO, FL 32804
305 298-0580
2517 Unit # 12 Shader Road
STEVE FIELDS, Vice President & General Manager

Bermco
NEW YORK, NY 10016
212 684-1200
185 Madison Avenue
AL D'ELIA, General Manager

WWF Paper Sales, U.K., Ltd.
WWF Agencies, U.K., Ltd.
WWF International, U.K., Ltd.
Claire House, Bridge Street
Leatherhead, Surrey KT22 8HY
(44) 3723-76133
ENGLAND
Telex 8955260
J. W. SHACKEL, Chairman
J. R. GARLICK, Joint Managing Director
M. J. BAKER, Joint Managing Director
R. J. FAIRCHILD, Director
R. J. SPIKESMAN, Director
R. G. WRIGHT, Director

WWF Paper Sales, U.K., Ltd.
Hartley House, Green Walk
Tower Bridge Road
London S31 4TV England
01-407-5011
Telex 8952216

WWF Paper Corp.-West
PHOENIX, AZ 85009
602 243-3925
4014 W. Van Buren Street
CHARLES DESROSIERS

DIVISION:

Royal Paper Corporation (D†)
NEW YORK, NY 10001
212 924-3400
210-216 Eleventh Avenue
LEONARD BARON, Chairman of the Board
EUGENE B. COLE, Executive Vice President
ROBERT ROTHSTEIN, Executive Vice President
DAVID G. FORSLUND, Vice President, Sales & Marketing
SAMUEL LANDAU, Vice President
WALTER COLE, Vice President
SEYMOUR SCHONFELD, Vice President
JAMES T. KELLY, Vice President-Marketing
HERBERT ROSEN, Vice President-General Manager
ROBERT CERROCHI, Vice President
RAYMOND BROWN, Vice President
BRUCE SILVERSTEIN, Vice President

SUBSIDIARIES:

Major Paper Converters, Inc. (†)
CLIFTON, NJ 07012
201 773-7500
400 Brighton Road
MARK COCCIARDI, President
LEONARD BARON, Vice President
JOHN NEIDER, Sales Manager

Royal Paper of New Jersey, Inc. (†)
CLIFTON, NJ 07012
201 773-7500
400 Brighton Road
ALFRED CONSTANTS, JR., President
LEONARD BARON, Secretary & Treasurer

WWF Paper Corporation-Florida (†)
MEDLEY, FL 33178
305 885-3166
9215 N.W. 101 Street
GEORGE MICHAEL ARTHUR, President

DIVISION:

Regal Envelope (†)
CLIFTON, NJ 07012
201 773-7500
400 Brighton Road
EUGENE B. COLE, President
NAOMI SOLL, Production Manager

Impressions Paper and Supply Corp.
NEW ROCHELLE, NY 10801
914 636-6200
162 Washington Avenue
RAYMOND A. GERMIN, President
MICHAEL NEGRI, Executive Vice President

WWF Paper Corporation-Florida
(see WWF Paper Corp.)

WWF Paper Corporation-New England
(see WWF Paper Corp.)

Waltham Abbey
(see Quaife, Alfred & Co., Ltd.)

Walker Goulard Plehn Co., Inc.
(see Ris Paper Company)

Walter, S., Packaging Corp. (I†)
11620 Caroline Road
P.O. Box 16223
PHILADELPHIA, PA 19154
215 676-8888
Telex 83-4815
VALENTINE L. WILSON, President
RICHARD L. WEISBERG, Executive Vice President & Secretary
ANDREW N. WILSON, Vice President
JAMES F. HENNELLY, Controller/Treasurer
STEVE ANMUTH, Purchasing Agent (Paper)
IRENE M. GROSS, Purchasing Agent (Plastic)
WAYNE PETERSON, Warehouse Operations

Warrior Paper & Supply Company
(see Affiliated Paper Companies)

Waterloo Paper Company (D†)
200 Sycamore Street
P.O. Box 597
WATERLOO, IA 50704
319 234-4459
ELIZABETH G. THODE, President
JOHN T. ENNOR, Vice President
SUSAN THODE, Secretary
MERLE MOOTHART, Treasurer

Wayne Paper Co., Inc. (I†)
1263 Southwest Boulevard
P.O. Box 3540
KANSAS CITY, KS 66103
913 384-1144
HOWARD WAYNE, President
GEORGE E. FAIR, Vice President Operations
MARTY BASS, Vice President Sales

Weaver Paper Company
(see Virginia Paper Company Division of Crown Zellerbach Corporation)

Weber Paper Company (D†)
137 Main Street
DUBUQUE, IA 52001
319 588-4611
RALPH L. ROLLING, President & General Manager
A.W. GENSZLER, C.E.O., Vice President & Assistant Treasurer, Chairman of the Board
ALAN M. HUSEMAN, Secretary & Treasurer

Wegbreit and Associates, Inc.
3420 E. Shea Boulevard
PHOENIX, AZ 85028
602 996-0953
NORMAN WEGBREIT, President
SUSAN WEGBREIT, Sales Manager
GLORIA WEGBREIT, Secretary

Weil, Joseph, & Sons, Inc. (I†)
1401-1443 S. Clinton Street
CHICAGO, IL 60607
312 738-7800
JOSEPH P. WEIL, Chief Executive Officer
JULIAN S. WEIL, Chairman of the Board
RICHARD K. WEIL, President
D. HARDING FRIEDMAN, Vice President
ROBERT ZELVIN, Vice President & General Manager
PAUL SPINK, Director of Operations
JAMES E. CARBINE, Sales Manager

Weiss Brothers of Hagerstown, Inc. (I)
801 Pope Avenue
HAGERSTOWN, MD 21740
301 739-3069
BERNARD WEISS, President & Treasurer
RICHARD WEISS, Vice President

Weiss Paper Co., Inc. (I)
3rd & Greenwich Streets
READING, PA 19603
215 376-7269
JACK HAFETZ, President
STEVE WOYTKO, Sales Manager
MARY JANE KILLIAN, Office Manager

DIVISION:

MT. PENN, PA 19606
215 779-9688
2548 Perkiomen Avenue
BETTY HAFETZ, Manager

WEST LAWN, PA 19609
215 670-0616
3024 Penn Avenue
JOANNE HELLER, Manager

Welsh Paper Company (D)
P.O. Box 511
308 South White Street
WAKE FOREST, NC 27587
919 556-6711
K. GORDON WELSH, President
PEGGY B. WELSH, Vice President
JIM FRIESINGER, Sales Manager
LEE W. WHITE, Treasurer
LARRY D. PADGETT, Manager

Wembley
(see Quaife, Alfred & Co., Ltd.)

West Coast Paper Company (D†)
2203 First Avenue South
Box C-3775
SEATTLE, WA 98124
206 623-1850
RICHARD W. ABRAMS, President
STEVE OHRMAN, Vice President, Supplyways
RICHARD L. SMITH, Vice President, Special Projects
JOHN R. HICKMAN, Vice President, Finance
DENNIS L. WHEELER, Vice President, Marketing
BRETT M. MITCHELL, Vice President, Distribution

SUBSIDIARIES:

Supplyways, Inc. (D†)
PORTLAND, OREGON 97210
503 228-6561
4600 N.W. St. Helens Road
P.O. Box 10626
STEVE OHRMAN, Vice President

W

West Coast Paper Company (D†)
BELLINGHAM, WA 98226
206 671-3755
915 Iowa Street

West Coast Paper Company (D†)
EVERETT, WA 98204
206 355-7703
9423 Evergreen Way

West Coast Paper Company (D†)
PASCO, WA 99301
509 547-2671
Building 89, Tri Cities Airport
JAMES MAC PHERSON, Manager

West Coast Paper Company (D†)
REDMOND, WA 98052
206 883-0273
3838 148th N.E.

West Coast Paper Company (D†)
SEATTLE, WA 98134
206 682-8644
1911 First Avenue South

AFFILIATES:

Alaska Paper Company, Inc. (D†)
ANCHORAGE, AK 99510
907 276-6191
2209 Spar Avenue
P.O. Box 1977
JAMES WAGNER, President

Allied Paper Company (D†)
TACOMA, WA 98411
206 383-5005
1913 Stewart Street
P.O. Box 11026
ROBERT J. ADLER, General Manager

Olympic Paper Company (D†)
PORT ANGELES, WA 98362
206 454-9211
808 Marine Drive
GIL SMITH, Manager

Supplyways, Inc.
PORTLAND, OR 97210
503 252-4990
11815 N.E. Sumner Building, No. 3

Supplyways, Inc.
BEND, OR 97701
503 382-7797
218 N.W. Irving

Supplyways, Inc.
SALEM, OR 97305
503 390-3332
4927 Indian School Road

Western Paper Company (D)
7011 South 188th Street
KENT, WA 98032
206 251-5300
JERRY L. LINDSEY, President
RICHARD D. COX, Vice President
KURT OLSON, Corporate Marketing Manager-Fine Paper
JOHN PELTON, Corporate Marketing Manager-Industrial
RON WILSON, Corporate Marketing Manager-Supplyware

West Virginia Paper, Inc. (I†)
50 Clay Street
P.O. Box 1198
MORGANTOWN, WV 26505
304 292-7324
JOHN R. COBUN, President
GARY L. COBUN, Vice President
DAVID A. COBUN, Treasurer
BARBARA E. COBUN, Secretary

Western Flexible Packaging
(see Sunclipse, Inc.)

Western Packaging, Inc.
(see Bunzl Corporation)

Western Paper Company
# 20 Executive Hills South, Suite 610
10955 Lowell (66210)
P.O. Box 2967
SHAWNEE MISSION, KS 66201 (P†)
913 451-1213
W.R. HEARSHMAN, President
K.E. VERNON, Vice President-Marketing
J. R. FISCHER, Vice President-Information Systems and Personnel
G.S. BAX, Vice President & Division Controller

BRANCHES:

BILLINGS, MT 59103 (P†)
406 656-7325
516 S. 18th W.
JAMES W. MORTENSON, Manager

BOISE, ID 83704 (P)
208 377-2023
327 Steelhead Way
JAMES LANSBERRY, Manager

FARGO, ND 58102 (P†)
701 293-3444
2402 8th Avenue, North
G.R. JACOBSON, Vice President & Manager

LAS VEGAS, NV 89109 (P†)
702 731-0002
2760 South Highland
MONTIE STANHOPE, Manager

LINCOLN, NE 68503 (D†)
402 474-3000
2005 Y Street
G.A. BRITAIN, JR., Vice President & Manager

LITTLE ROCK, AR 72203 (P†)
501 562-2734
6200 Murray Street
P.O. Box 567
GERALD BERRY, Vice President & Manager

MEMPHIS, TN 38118 (P†)
901 363-3575
4040 Delp Street
MARK W. GRIFFIN, Manager

OKLAHOMA CITY, OK 73105 (P†)
405 524-1515
200 N.E. 34th Street
PHIL CLABORN, Manager

OMAHA, NE 68127 (P†)
402 331-1161
10000 "J"
P.O. Box 3009, 68103
BILL MORRIS, Manager

SALT LAKE CITY, UT 84119 (P†)
801 972-1261
850 W. 25th Street, South
F.J. NEWMAN, Vice President & Manager

SHREVEPORT, LA 71165 (P†)
318 221-5294
1060 Hawn Avenue
J.G. DEEN, Manager

TULSA, OK 74145 (P†)
918 664-0693
4450 So. 70th East Avenue
DON BEIL, Manager

WICHITA, KS 67213 (P†)
316 945-0560
1970 South West Street, Unit 300
P.O. Box 9550 (67277-0550)
L.E. MANN, Manager

Beacon Paper Company (P†)
ST. LOUIS, MO 63102
314 421-3215
1000 Clark Avenue
THOMAS FASCETTI, Vice President & General Manager

Midwestern Paper Co. (D†)
NO. KANSAS CITY, MO 64116
816 474-6160
1225 Bedford Avenue
DROSTE D. MILLEDGE, Vice President & Manager

CEDAR RAPIDS, IA 52402 (P†)
319 363-3567
909 Shaver Road, N.E.
LEONARD E. FOX, Manager

DES MOINES, IA 50313 (P†)
515 265-1631
1801 Hull Avenue
FRANK CAMPBELL, Manager

SIOUX CITY, IA 51102 (D†)
712 255-5088
1318 11th Street
ROBERT RUSSELL, Manager

SPRINGFIELD, MO 65802 (P†)
417 869-0707
510 South Cavalier
GERALD W. BOWMAN, Manager

ST. LOUIS, MO 63043 (P†)
314 432-3900
11632 Fairgrove Industrial Boulevard
RON WALKER, Manager

TOPEKA, KS 66607 (P†)
913 235-3497
719 Hancock
MYRON L. BRAUM, Manager

Palmer Paper Company (P†)
DALLAS, TX 75247
214 631-7460
3180 Irving Boulevard
FRANK SWAGER, Vice President & Manager

MIAMI, FL 33142 (P†)
305 633-0666
3250 N.W. 60th
ALAN S. DUNN, Manager

HOUSTON, TX 77001 (P†)
713 869-6631
2727 W. 11th Street
C.W. (BILL) LAMB, Vice President & Manager

JACKSONVILLE, FL 32205 (P†)
904 781-6812
5595 Commonwealth Avenue
TERRY BROWN, Manager

NEW ORLEANS, LA 70119 (P†)
504 486-6691
500 N. Cortez
JOEL BLAZEK, Manager

ORLANDO, FL 32805 (P†)
305 843-6340
531 W. Grant
KENNETH E. KEPLEY, Regional Vice President
R. GERALD BERRY, JR., Manager

SAN ANTONIO, TX 78218 (P)
512 776-5327
4623 Marco
ED PALM, Manager

TAMPA, FL 33611 (P†)
813 839-6391
4514 S. Church Avenue
(Mailing address: Drawer 13567, Tampa, FL 33681)
FRANK WOMACK, Vice President & Manager

Western Sales Office & Warehouse
(see Mutual-Precision Co./Div. of Witcoff Paper Co., Inc.)

Whitemarsh Paper & Specialties Co. (I†)
Cottman Street & Hasbrook Avenue
PHILADELPHIA, PA 19111
215 742-2000
GEORGE C. NESLIE, SR., President
GEORGE C. NESLIE, JR., Treasurer
ANNE M. GOUGH, Secretary

White River Paper Company (D†)
2-4 Gates Street
P.O. Box 455
WHITE RIVER JUNCTION, VT 05001
802 295-3180
EDWARD W. NICHOLS, President
PETER G. LYFORD, Secretary
MARY G. HUNTLEY, Treasurer
JOHN BALLOU, Sales Manager

White-Rose Paper Co., Inc.
(see Parsons, Frank, Paper Co., Inc.)

Whiting Patterson Co., Inc. (P†)
5th & Bristol Streets
PHILADELPHIA, PA 19140
215 324-9200
BENJAMIN P. (BEN) WRIGHT, President
MICHAEL W. WALSH, Vice President
FREDERICK S. (FRED) BALCH, JR., Mill Department
JOHN K. (JACK) HOUSER, Vice President & Treasurer

Whitney Bros., Inc. (D†)
352 C Street
BOSTON, MA 02127
617 269-2300
PHILIP R. BYRNE, Chairman and Chief Executive Officer
CHRISTOPHER J. BYRNE, President & Chief Operating Officer
ROBERT M. BYRNE, Vice President & Treasurer
WILLIAM F. MAILLOUX, Controller
THOMAS J. CONLIN, Purchasing Manager
STEPHEN R. MANION, Warehouse Manager
NANCY J. MURPHY, Credit Manager

Wiggins Teape Paper/Spicer Cowan (D§)
New Hythe House
Aylesford, Maidstone
KENT, ME20 7PD, ENGLAND
Maidstone 77777
Telex: 965131
ERIC DOORBAR, Chairman & Chief Executive

Wilcox Paper Co. (D†)
2301 Traffic Street, N.E.
MINNEAPOLIS, MN 55413
612 378-2400
RICHARD MAST, President & Treasurer
SAMUEL L. KAPLAN, Secretary
DONALD ANDERBERG, Vice President
ROY BROEREN, Sales Manager

Wilcox Paper Company (I†)
(George Wilcox Co. Inc.)
5916 Court Street Road
Box 378 Eastwood Station
SYRACUSE, NY 13206
315 437-1496
KENNETH C. SPARKS, President
DAVID P. SPARKS, Vice President & General Manager
BARBARA M. SPARKS, Secretary-Treasurer
BRIAN J. SPARKS, Purchasing Manager
LEWIS C. GATES, Controller

Wilder Industries, Inc. (D)
225 W. Erie Avenue
PHILADELPHIA, PA 19140
215 634-6500
JOSEPH H. MERBACK, President & Chairman
AARON J. GREEN, Vice President, Sales
JEROME B. MUCHNICK, Vice President, Administration
JOSEPH H. WEISS, Secretary
KENNETH J. GETTLIN, Vice President, Finance
TOM BOWMAN, Vice President, Marketing
FRANK SPUNGEN, Vice President

BRANCH:

ATLANTA, GA 30339 (D)
404 951-1855
2110 Powers Ferry Road
HERBERT NEUWIRTH, Vice President, Southern Region

Williamsport Paper Company (I†)
460 Market Street
WILLIAMSPORT, PA 17701
717 322-4791
PEGGY HAYES, Office Manager
JOHN MOSHER, Sales Manager
ROBERT McKERNAN, President & General Manager

Willmann Paper Company, Inc. (P†)
315 Hudson Street
NEW YORK, NY 10013
212 989-2700
IRVING KAPNER, Chairman of the Board
ROBERT CALIGUIRE, President
RHODA DUBOFSKY, Executive Vice President & General Manager
ALFRED KRUGER, Treasurer & Vice President
MARTIN FRANKEL, Vice President & Secretary
BERNARD ROSS, Senior Vice President & Director, Sales Promotion-Marketing
SIDNEY TRENCHER, Vice President
CHARLES P. O'HARA, Vice President
JOSEPH SCARPELLI, Vice President
JACK SULLIVAN, Vice President
ROBERT MUSON, Vice President
SAM WASSERMAN, Vice President
LEONARD LEVINE, Vice President
STEWART BALL, Vice President
MICHAEL BERMAN, Vice President & General Sales Manager
LEN MIGDAL, Vice President
NORMAN WEINSTEIN, Vice President

DIVISIONS:

Crestwood Paper Company, Inc.
Division of Willmann Paper Company, Inc. (P†)
NEW YORK, NY 10013
212 989-2700
315 Hudson Street
IRVING KAPNER, Chairman of the Board
JEROME I. SHANE, President

Duplicating Papers, Inc.
Division of Willmann Paper Co., Inc. (P†)
NEW YORK, NY 10013
212 989-2700
315 Hudson Street
IRVING KAPNER, President

Wilson-Munroe Company
(see Rolland Inc.)

Wilson, B.W., Paper Company, Inc. (P†)
2501 Brittons Hill Road
P.O. Box 11248
RICHMOND, VA 23230
804 358-6715
LAWRENCE HUGH (LARRY) RAUPPIUS, President
ERNEST G. (ERNIE) DAVIS, JR., Vice President
CHRISTOPHER H. (CHRIS) HUNT, Sales Manager
RICK BRENNAN, Information Systems Supplies Sales Manager

BRANCHES:

CHESAPEAKE, VA 23323 (P†)
804 487-7700
1015 Cavalier Boulevard
P.O. Box 6808
JAMES EVANS, Branch Manager

RALEIGH, NC (P†)
Address to Follow - Branch opens 4/15/86
CHARLES GORDON, Branch Manager

Wilson, R.D., Sons & Co. (D†)
605 N. Fourth Street
P.O. Box 1486
CLARKSBURG, WV 26302-1486
304 624-7549
MARK D. WILSON, President

C.G. Winans Company (I)
P.O. Box 950
59-63 Mine Brook Road
BERNARDSVILLE, NJ 07924
201 953-0200
DAVID R. McSHANE, President
FRED SPOTTS, Vice President-Sales
CAROLINE R. SCHULZ, Secretary

DIVISIONS:

C.G. Winans Company (†)
EAST BRUNSWICK, NJ 08816
800 772-2139
HARRY LIPPINCOTT, Manager

C.G. Winans Company (†)
WILLIAMSTOWN, NJ 08094
800-772-2139
388 Black Horse Pike
ROBERT LEWIS, Manager

Wisconsin Paper & Products Company (D†)
3000 N. 112th Street
P.O. Box 13455
MILWAUKEE, WI 53213-0455
414 771-3771
W. BROOKS BOYCE, President
FRED C. BOYCE, Chairman & Treasurer
RICHARD H. BERGMAN, Vice President
HAROLD BERGMAN, Secretary
THOMAS C. BOYCE, Vice President

Woelz Paper Company, Inc.
(see Central Wisconsin Paper Company)

Woobu[illegible] Green
(see Quaife, Alfred & Co., Ltd.)

George B. Woodcock & Company (I)
P.O. Box 3009
CHATSWORTH, CA 91313-3009
213 998-3774
21900 Marilla Street
CHATSWORTH, CA 91311
818 998-3774
N.N. NORTHCROSS, JR., President
F.K. NORTHCROSS, Vice President
C.R. NORTHCROSS, Treasurer
STEVEN SANDIFER, General Manager
BOYD BARLETT, Controller

George B. Woodcock & Co. (§)
INGELWOOD, CA 90301
213 641-0952
9009 S. La Cienega Boulevard
N.B. LaHICKEY, Branch Manager

Wright Container
(see Stanley Paper Company, Inc.)

Wyman, Donald, Inc. (D†)
10 High Street
BOSTON, MA 02110
617 426-6282
DONALD WYMAN, President & Treasurer
DONALD WYMAN, JR., Secretary & Assistant Treasurer

Zellerbach Paper Group Division of Crown Zellerbach Corporation (D)
3130 Crow Canyon Place, Suite 400
SAN RAMON, CA 94583
415 866-5000
FREDERICK J. STABBERT, President
PHILIP L. FERRIS, Vice President Administration
WILLIAM R. KILTY, Vice President Business Development
JOHN SAWKA, Vice President Controller
F. DALE SIMONSEN, Vice President Printing Papers
WALTER G. WOODBURY, Vice President Industrial

Z

Zellerbach Paper Company
Division of Crown
Zellerbach Paper Group (D)
3130 Crow Canyon Place, Suite 400
SAN RAMON, CA 94583
415 866-5000
FREDERICK J. STABBERT, President
A. S. GRALNICK, Manager Printing Papers
B. N. PERKEY, Controller

DIVISIONS:

ANCHORAGE, AK 99501 (D†)
907 276-3344
1848 Ship Avenue
C.K. PERRY, Manager

BAKERSFIELD, CA 93309 (D†)
805 324-4901
4550 Easton Drive
GALEN VAN AALSBURG, Manager

BOISE, ID 83707 (D†)
208 375-1722
101 N. Cole Road
MIKE SMITH, Manager

DENVER, CO 80239 (D†)
303 371-9700
12770 East 39th Avenue
E. C. GOLD, Manager Printing Papers
HOWARD L. SHAW, Distribution Manager
L. L. HAIGHT, Manager Industrial

EUGENE, OR 97401 (D†)
503 344-5575
345 Lincoln Street
S. J. DESGROSELLIER, Manager

EUREKA, CA 95502 (D†)
707 442-6428
1030 W. Del Norte Street
D. D. MEYER, Manager

FRESNO, CA 93725 (D†)
209 233-7201
4603 East Vine Street
GALEN VanAALSBURG, Distribution Manager

GREAT FALLS, MT 59401 (D†)
406 761-3550
1st Ave. North & G.N.T.
J. J. MARTINE, Manager

HONOLULU, HI 96819 (D†)
808 848-1071
2250 Alahao Place
G. C. PEARSON, Manager

LAS VEGAS, NV 89103 (D†)
702 384-5656
3250 W. Harmon Avenue
C. HENSLEY, Manager

LOS ANGELES, CA 90023 (D†)
213 268-5252
4000 East Union Pacific Avenue
C. E. GOTTESMAN, Manager Printing Papers
J. W. HERRON, Manager, Food Stores
DICK LENERTZ, Manager Industrial

PHOENIX, AZ 85031 (D†)
602 934-3431
4710 W. Camelback Road
JERRY CLARK, Manager Industrial
GREGG MOSBY, Distribution Manager
JIM ROBINSON, Manager Printing Papers

PORTLAND, OR 97220 (D†)
503 255-2121
9111 N.E. Columbia Blvd.
JIM BAUMGARDT, Distribution Manager
DAVE RHODES, Manager Printing Papers
ROD SACCONAGHI, Manager Industrial
L. B. WILLIAMS, Manager, Building Materials

SPARKS, NV 89431 (D†)
702 358-7024
950 United Circle
M. D. HARRIS, Manager

SACRAMENTO, CA 95814 (D†)
916 441-6761
1100 Richards Blvd.
FRED RENNER, Manager, Agriculture
GEORGE ROBERTS, Manager Printing Papers
WARREN V. TRUITT, Manager Industrial - Central Valley
WALT YIP, Distribution Manager

SALT LAKE CITY, UT 84115 (D†)
801 484-4461
2255 South Third Street
GARRY BOWDEN, Distribution Manager
A. W. GOUZENE, Manager Printing Papers
JERRY KENZIE, Manager Industrial

SAN DIEGO, CA (D†)
714 262-1161
1010 West 19th Street
National City, CA
JAMES BONN, Distribution Manager
GEORGE F. CIAMPA, Manager Industrial
E. G. DROLET, Manager Printing Papers

SANTA MARIA, CA 93455 (D†)
805 922-5841
941 West McCoy Lane
ROBERT S. ORACH, Manager

SEATTLE, WA 98108 (D†)
206 764-5000
6301 Airport Way South
BILL FLOTEN, Distribution Manager
DON JOHNSON, Manager Printing Papers
DOUG MOEN, Manager Industrial

SOUTH SAN FRANCISCO, CA 94080 (D†)
415 589-5577
245 South Spruce Avenue
LEROY COLEMAN, Manager Industrial
PAUL LEIBER, Manager Printing Papers
DAN WEGLEITNER, Distribution Manager

SPOKANE, WA 99202 (†)
509 535-2455
East 3530 Ferry at Freya
MELVIN E. POTTS, Manager

STOCKTON, CA 95205 (D†)
209 466-6744
1551 North Broadway
R. M. MARTINELLI, Manager

WALLA WALLA, WA 99362 (D†)
509 525-6750
1225 West Poplar Street
DONALD L. KEEN, Manager

WENATCHEE, WA 98801 (D†)
509 662-5169
1751-C North Wenatchee Avenue
M. F. CONNOLLY, Manager

YAKIMA, WA 98902 (D†)
509 453-6546
915 Rock Avenue
M. F. CONNOLLY, Manager

DIVISION:

Southern Paper Company
Division of Zellerbach Paper Group (D†)
Headquarters
LEXINGTON, KY 40507
606 252-4991
400 E. Vine Street, Suite 307
ROBERT A. FENING, JR., President
EARL DELOACH, Controller

BRANCHES:

CHATTANOOGA, TN 37401 (P†)
615 624-3384
2005 Riverside Drive
TOM FRANCESCON, Branch Manager

LEXINGTON, KY 40511 (P†)
606 254-7795
1079 Majaun Road
FRAN KEEFE, Branch Manager

KNOXVILLE, TN 37901 (P†)
615 523-8127
1907 Grand Avenue
MIKE POWELL, Branch Manager

LOUISVILLE, KY 40226 (P†)
502 267-8040
11155 Bluegrass Parkway
TIM O'DEA, Branch Manager

ALABAMA

Anniston	Anniston Paper & Supply Company
Birmingham	Central Paper Company Inc. City Paper Company Dillard Paper Co. Mac Papers, Inc. Mead Merchants
Dothan	Unijax
Gadsden	Gadsen Paper & Supply Co.
Huntsville	Athens Paper Co. Redstone Paper Co.
Mobile	Dees Paper Company, Inc. MacKinnon Paper Company, Inc. Paper Products Co., Inc. Unijax Warren, J.P. Paper Company, Inc.
Montgomery	Mac Papers, Inc. Weaver Paper Co.
Sheffield	Paper & Chemical Supply Co.
Tuscaloosa	Affiliated Paper Companies, Inc. Warrior Paper & Supply Co.

ALASKA

Anchorage	Alaska Paper Company, Inc. Blake, Moffitt & Towne Frontier Paper Inc. Zellerbach Paper Company
Fairbanks	Blake, Moffitt & Towne

ARIZONA

Glendale	Clampitt Paper Co.
Phoenix	Blake, Moffitt & Towne Butler Paper Co. Carpenter/Offutt Paper, Inc. Century/Best Sanitary Clampitt Paper Dixon Paper Co. Nationwide Papers Reuben, Schneider Co. (The) Wegbreit & Assoc., Inc. WWF-Paper Corp. Zellerbach Paper Group
Tucson	Blake, Moffitt & Towne Butler Paper Co. Century Papers Inc.

ARKANSAS

Forest City	Unijax
Fort Smith	Bancroft Paper Co. of Fort Smith, Inc. CMI/Fort Smith Carpenter Paper Co. of Nebraska Fort Smith Paper Co. Prescotech, A Co. of Tannetics, Inc.
Little Rock	Arkansas Bag & Equipment Co. Butler Paper Co. CMI/Little Rock Fine Papers, Inc. Little Rock Paper Co. Roach Paper Co., Div. of Distribix, Inc. Western Paper Co.
Pine Bluff	Smith Paper Products Co.

CALIFORNIA

Bakersfield	Blake, Moffitt & Towne Zellerbach Paper Group
Berkeley	Conifer Paper Products, Inc.
Beverly Hills	Packaging Services Corp.
Brisbane	Blake, Moffitt & Towne, Div. of Saxon Ind., Inc. Butler Paper Co.
Carson	Carpenter/Offutt Paper, Inc.
Chatsworth	George B. Woodcock & Company
El Centro	Carr Paper Co.
Eureka	Zellerbach Paper Group
Fresno	Blake, Moffitt & Towne Carpenter/Offutt Paper, Inc. Conifer Paper Paper City Zellerbach Paper Group
Hayward	Sunclipse Inc., Company of Northern California
Indio	Carr Paper Company
Inglewood	George B. Woodcock & Company
Lafayette	Affiliated Paper Companies
Los Angeles Metropolitan Area	Blake, Moffitt & Towne Blower Paper Co. (Div. of Carpenter/Offutt Paper Inc. Butler Paper Company Carpenter/Offutt Paper, Inc. Carr Paper Company Compucopy Donill Die Cutting Gerpaco, Inc. Imperial Paper Company Kelly Paper Company Kirk Paper Company, Inc. Landsberg, Kent A. Company Nationwide Papers Package Factory, The Packaging Services Inc. Pak West Paper & Chemical Paper Mart Paper & Plastics Stanley Paper Company, Inc. Taverner & Fricke Trade Paper Co. Valley Cities Paper Co. WWF Corp. - West Western Flexible Packaging Wright Container Geo. B. Woodcock Company Zellerbach Paper Company
Los Angeles	Blake, Moffitt & Towne Butler Paper Co. Case Paper Co. of Calif., Inc. Keldon Paper Co. Kelly Paper Co. Kirk Paper Company, Inc. Nationwide Papers Paper Mart Stanley Paper Co., Inc. Systems Packaging Company, Inc. Taverner & Fricke Trade Paper Co. WWF Corp.-West Zellerbach Paper Group
Milpitas	Paper Materials Co.
Montebello	Western Flexible Packaging Sunclipse, Inc.
Mountain View	Camp Paper & Envelope Co.
National City	Carpenter/Offutt Paper, Inc.
No. Hollywood	Marfred Paper Co.
Oakland	NORCO Paper Co.
Orange	Marfred Industries The Package Factory Spartan Paper Products
Oxnard	Paper & Plastics, Inc.
Pacoima	Marfred Paper Co.
Pomona	Carr Paper Co.
Richmond	Conifer Paper Products, Inc.
Sacramento	Blake, Moffitt & Towne Butler Paper Co. Zellerbach Paper Group
San Bernardino	Blake, Moffitt & Towne
San Diego	Blake, Moffitt & Towne Nationwide Papers Paper City Sunclipse, Inc. WWF Paper Corp. West Zellerbach Paper Group
San Francisco	Blake, Moffitt & Towne Butler Paper Co. Nationwide Papers Zellerbach Paper Group Seaboard Paper Co.
San Jose	Blake, Moffitt & Towne Carpenter/Offutt Paper, Inc. Copysource Northern Paper Distributing Co. Peninsula Paper Company
Santa Ana	Pacific Western Container Pak West Paper & Chemical
San Luis Obispo	San Luis Paper Company
San Marcos	Pak West Paper & Chemical
Santa Maria	Zellerbach Paper Group
San Ramon	Zellerbach Paper Group
Santa Rosa	Butler Paper Company
South San Francisco	Carpenter/Offutt Paper, Inc. Viking Paper Zellerbach Paper Group
Stockton	Blake, Moffitt & Towne Zellerbach Paper Group
Union City	Continental Paper Co.

Van Nuys	Donill Die Cutting Wright Container
Visalia	Caskey Paper Co., Inc.
West Sacramento	Carpenter/Offutt Paper, Inc.

COLORADO

Colorado Springs	Butler Paper Co. Century Paper Dixon Paper Co.
Denver	Blake, Moffitt & Towne Butler Paper Co. Carpenter Paper Co. of Nebraska Century/American Consolidated Packaging, Inc. Dixon Paper Co. Gleason Paper Co. Katzke Paper Co. Nationwide Papers Zellerbach Paper Group
Englewood	Butler Paper Company
Grand Junction	Dixon Paper Co.
Pueblo	Butler Paper Co. Dixon Paper Co.

CONNECTICUT

Bridgeport	Eastern Bag & Paper Co., Inc. Industrial Packg. Systems Munroe, D.F., Co.
Guilford	Affiliated Paper Companies
East Hartford	Harris Paper Lindenmeyr Paper Corp. Munroe, D.F., Co. WWF Paper Company
Hamden	St. Jon Packaging Company, Inc.
Hartford	City Supply & Paper Co. Eastern Paper Co., The Lindenmeyr Paper Corp. Rourke-Eno Paper Co., Inc., The Rourke-Eno Packaging Saxon Paper New England, Div. Blake Moffitt & Towne - East WWF Paper Corp.-New Eng.
Meridan	The Horn Corporation Russell Hall Co.
New Haven	Lindenmeyr Paper Corp. Ris Paper Co., Inc.—New England
North Haven	Chatfield Paper Co., The WWF Paper Company
Norwalk	Industrial Packing Systems (Alling and Cory)
Norwich	Consumers Paper & Supply Corp.
Riverside	Lindenmeyr Paper Corp.
Rocky Hill	Ris Paper Co., Inc.—New England
South Norwalk	Alling & Cory
South Windsor	C.M. Rice
Stamford	Hudson Paper Co., The Impressions Paper & Supply Corp. Nationwide Papers
Stanford	Eastern Paper of N. England
Stratford	Hudson Paper Co. Munroe, D.F. Co.
Wallingport	Horn Corp., The
Waterbury	Dumouchel Paper Co.
West Haven	Carter Rice Storrs & Bement, Inc. Ris Paper Co., Inc. Rourke-Eno Paper Co., Inc., The
Yantic	Arrow Paper & Supply Co., Inc.

DELAWARE

Newark	Galer & Hults Inc.
Wilmington	Advance Paper & Chemical Company First State Paper, Inc. Fulton Paper Co.

DISTRICT OF COLUMBIA

Washington	Freedman, S., & Sons, Inc. Leslie Paper Co. Mudge Paper Co., The Ris Paper Co., Inc.—Washington Stanford Paper Co. Stott, Charles G., & Co., Inc.

FLORIDA

Bradenton	Manatee Paper Co.
Daytona Beach	Atlantic Container Division Central Supply Division Virginia Packaging Supply
Delray Beach	Paper Outlet, The
Fort Lauderdale	Broward Paper & Packaging, Inc. Unijax
Fort Myers	Mead Merchants Unijax
Ft. Pierce	St. Lucie Paper & Packaging, Inc.
Jacksonville	Affiliated Paper Companies Heritage Paper Co., Inc. Mead Merchants Mac Papers, Inc. Palmer Paper Pioneer Paper and Plastics, Inc. Unijax, Inc. Unijax Distributing, Div. of Unijax Inc. Virginia Paper Co.
Medley	WWF Paper Corp.-Florida
Melbourne	WWF Paper Corp.
Miami	Coral Paper Corporation Graco Paper Co. J.M. Sales, Inc. Mac Papers, Inc. Palmer Paper Company Pan American Papers Inc. Paper House Inc., The Polyplast Grey Inc. Saxon Paper Florida, Div. Blake Moffitt & Towne-East Southern Paper Co. Unijax Virginia Paper Co.
North Miami Beach	Bunzl USA Florida, Inc. Dutch Country/American Paper Southern Maintenance Discount Distributors Inc.
Ocala	Colonial Paper Co., Inc.
Orlando	All American Retail Packaging Co. Deltapaper Corporation Southern Heritage Paper Company, Inc. of Orlando Mac Papers, Inc. Mead Merchants Palmer Paper Co. Unijax Virginia Paper Co. WWF Paper Corp.-Florida
Platka	Colonial Paper Co., Inc.
Panama City	Panama City Paper Co.
Pensacola	Unijax
Plantation	A&M Tape & Packaging, Inc.
Punta Gorda	Johnson Wholesale
Riviera Beach	Palm Beach Paper Co., Inc.
St. Petersburg	Unijax
Stuart	Heritage Paper Co., Inc.
Tallahassee	Mac Papers, Inc. Unijax
Tampa	Associated Paper & Supply, Inc. Heritage Paper Co. Mac Papers, Inc. Mead Merchants Palmer Paper Co. Paper House, Inc., The Peninsular Paper Co. Pyramid Paper Co., Inc. Saxon Paper Florida, Div. Blake Moffitt & Towne-East Unijax Virginia Paper Company
West Palm Beach	Palm Beach Paper Co., The Stevens Company Unijax
Winter Park	All American Retail Packaging Co.

GEORGIA

Albany	General Paper Goods Co. Paper Supply Co.
Atlanta	Affiliated Paper Co., Inc. Aussedat Rey, Inc. Camelot Distributing Company Fulton Paper Company, Inc. General Paper Goods Co., Inc. Industrial Paper Corp. Mac Papers, Inc. Mead Merchants Nationwide Papers Norel Packaging Supply Co., Inc. Piedmont National Corporation Sunclipse, Inc. Unijax Virginia Paper Co.

	Wilcox Walter Furlong Paper Co. Wilder Industries, Inc.
Augusta	Augusta Paper Company Dillard Paper Co. Unijax
Blue Ridge	North Georgia Paper & Specialty Co.
Brunswick	Morris-Bancroft Paper & Chemical Corp.
Columbus	Mac Papers, Inc. Unijax
Dalton	Chattanooga Paper & Woodenware Paper
Doraville	Dillard Paper Co.
Lithonia	Associated Paper & Supply, Inc.
Macon	Dillard Paper Co. Unijax
Rome	Chattanooga Paper & Woodenware Paper Dillard Paper Co.
Savannah	Unijax
Valdosta	Unijax
Vidalia	Coleman Paper Co., Inc.

HAWAII

Honolulu	Blake, Moffitt & Towne Zellerbach Paper Group

IDAHO

Boise	Blake, Moffitt & Towne Dixon Paper Co. Western Paper Company Zellerbach Paper Group
Idaho Falls	Blake, Moffitt Towne
Pocatello	Consumers Paper Corporation Zellerbach Paper Group

ILLINOIS

Alsip	Packaging Consultants, Inc.
Aurora	Shorr Paper Products
Bellwood	Russell-Field Paper Co., Inc.
Broadview	La Salle Messinger Paper Co.
Champaign	Bush Bros., Inc.
Chicago Metropolitan Area	AAA Papers Abana Products, Inc. Arvey Paper & Supplies Bermingham & Prosser Co., Hillside Butler Paper Co., Des Plaines Case Paper Co. of Illinois, Inc. Chicago Paper Co. Chukerman Co., The Compucopy Fleetwood Paper Co. Franklin Park Forest-Atwood Paper Co. Elk Grove Village Greenberg Corporation Elk Grove Village Gummed Papers of America, Inc. Excel Paper Div. Inlander-Steindler Paper Co., Elk Grove Interstate Wrapping Products, Co. Iroquois Paper Co. Kenny Paper Co. Knox & Schneider, Inc. Krasny Supply Co. LaSalle Messinger Paper Corp. Lindenmeyr Paper Corporation of Illinois Marvin Envelope & Paper Co. Mead Merchant Group Monarch Box & Paper Co. Montrose Paper, Inc. Murnane Paper Co., Northlake Nationwide Papers, Elk Grove Village O K Papers, Inc., Franklin Park Paper Group, Inc., The PATCO, Inc. Randolph Paper Co. Rotary Paper Manifold Company, Schiller Park Runge Paper Co., Inc., Franklin Park Russell-Field Paper Co., Inc. Bellwood Shorr Paper Products, Inc. Weil, Joseph & Sons Whitaker Carpenter Paper Co.
Countryside	Access Paper & Converting
Decatur	Decatur Paper Company, Div. of Distribix, Inc.
Elgin	Elgin Paper Co.
Elmhurst	Kranz, Inc.
Hillside	Mead Merchants
Glen Ellyn	Packaging Services Corporation
Joliet	Pilcher, Robert, Paper Co.
Kankakee	Kranz, Inc.
Milan	Inlander-Steindler Paper Co.
Morton Grove	Chukerman Company, The
Northfield	Perkins-Goodwin Co., Inc. Zis-Lind Industries, Inc.
Northlake	Murnane Paper Co.
Oaklawn	Rite-Away Paper Points, Inc.
Peoria	Butler Paper Co. Tobey Peoria Paper, Div. of Distribix, Inc.
Quincy	Irwin Paper Co., Div. of Distribix, Inc.
Rockford	Abana Products Inc. Alpine Paper Company Inlander-Steindler Paper Co. Leslie Paper Company Rockford Wholesale Paper Plastic Company
Rock Island	Carpenter Paper Company of Iowa Leslie Paper Company
Schaumburg	Affiliated Paper Companies
Springfield	Capital City Paper

INDIANA

Bloomington	Schnaible Service & Supply Co.
Evansville	Butler Paper Co. Capital-Consolidated, Inc. McMurtry-Martin Papers, Inc. Prescotech, A Co. of Tannetics, Inc.
Fort Wayne	Butler Paper Co. Carpenter Paper of Indiana Fisher Bros. Paper Co. Korte Paper Co., Inc. McMahon Paper Co., Inc. Schnaible Service & Supply Company, Inc. Taylor Martin Papers, Inc.
Hammond	Inlander-Steindler Paper Co.
Hartford City	Mead Merchants
Indianapolis	Acorn Paper & Restaurant Supply Co., Inc. Butler Paper Co. Capital-Consolidated, Inc. Crescent Paper Co., Inc. Copco Papers, Inc. Cordage of Indianapolis Lee Paper Co., Inc. Lesh, C.P., Paper Co. MacCollum Paper Company, Inc. Mead Merchants Ochs Paper Co., Inc. Pritty Pack (Division of Capital Consolidated Schnaible Service & Supply Company, Inc. Taylor Martin Papers, Inc.
Kokomo	Schnaible Service & Supply Co.
Lafayette	Schnaible Service & Supply Co.
Muncie	Jordon Paper Products Inc. Schwartz Paper Co. Inc.
South Bend	Lesh, C.P., Paper Co. Inlander-Steindler I.S.P./Weisberger Schnaible Service & Supply Company, Inc.
Terre Haute	Butler Paper Co. Schnaible Service & Supply Company, Inc.

IOWA

Burlington	Burlington Paper Co.
Cedar Rapids	Baker Paper Company, Inc. Butler Paper Co. Gasway, J.P., Co., Inc. Midwestern Paper Co.
Davenport	Chicago Paper Co., Tri States Division Leslie Paper Co. Peterson Paper Co.
Des Moines	Butler Paper Co. Carpenter Paper Company of Iowa Leslie Paper Co.

	Midwestern Paper Co. National Paper of Iowa
W. Des Moines	Valley Papers, Inc.
Dubuque	Weber Paper Co.
Marshalltown	Shorr Paper Products, Inc.
Mason City	Grippen Paper, Inc.
Sioux City	Carpenter Paper Co. of Nebraska Midwestern Paper Co. Paper Company, The
Waterloo	Iowa Paper Co. Waterloo Paper Company

KANSAS

Kansas City	Butler Paper Co. (Lenexa) Garrett Buchanan Co. Kansas City Div Leslie Paper Co. Midwestern Paper Co. Wayne Paper Co., Inc.
Overland Park	Western Paper Company
Shawnee Mission	Western Paper
Topeka	Midwestern Paper Co. Nationwide Papers
Wichita	Butler Paper Co. Garrett Buchanan Co. Wichita Division Mid Continent Paper Corp. Packaging Services Corporation Paper Sales Inc. Western Paper Co.

KENTUCKY

Covington	Guardian Paper Corp.
Lexington	Athens Paper Company Baumann Paper Company, Inc. Southern Paper Company
Louisville	Anchor Paper Co., The Athens Paper Co. Capital-Consolidated, Inc. Cordage of Louisville Louisville Paper Co., Div. of Distribix, Inc. Mead Merchants Nationwide Papers Prescotech, A Co. of Tannetics, Inc. Southern Paper Co., Division of Zellerbach Paper Group Superior Paper, Inc.
Paducah	Max-Pak, Inc.

LOUISIANA

Alexandria	Bancroft Paper Co., Inc. Butler Paper Co. (Baton Rouge) CMI/Alexandria
Bastrop	Parker Wholesale Paper Inc.
Baton Rouge	Bancroft Paper Co., Inc. Butler Paper Co. CMI/Baton Rouge General Paper Co., Inc.
Bosier City	The Paper Shack & Container Store, Inc.
Hanahan	Fine Papers Inc.
Lafayette	Bancroft Paper Co., Inc. Butler Paper Co. CMI/Lafayette
Mataire	Marks Paper Co.
Monroe	Bancroft Paper Co., Inc. CMI/Monroe Southland Wholesale Distributors, Inc.
New Orleans	Advance Paper Company, Inc. CMI/New Orleans D & W Paper Co., Inc., The Diamond Paper Company Graphic Papers, Inc. Mac-Pak, Inc. Marks Paper Company Palmer Paper Co. Pelican Paper Co., Inc. Southern Paper Co., Ltd. Unijax
Shreveport	Bancroft Paper Co., Inc. Butler Paper Co. CMI/Shreveport Fine Papers of Shreveport The Paper Shacks Virginia Paper Co. Western Paper Co.

MAINE

Auburn	Reed Paper Co., Inc.
Bangor	Reed Paper Co., Inc. Superior Paper Products, Inc.
Lewiston	Reed Paper Co., Inc.
Portland	Rice, C.M., Paper Co. Robinson, C.H., Paper Co. Superior Paper Products, Inc.
Westbrook	Munroe, D.F. Co.

MARYLAND

Baltimore	Baltimore-Warner Paper Co., Inc. Barton, Duer & Koch Paper Co., The Butler Paper Co. Kayboys Empire Paper Co., The Leonard Paper Co. Monumental Paper Co. Mudge Paper Co., The Nationwide Papers Porters Supply Co. Ris Paper Company, Inc. — Washington White-Rose Paper Co., Inc.
Capitol Hts.	Ris Paper Co. Inc. — Washington
Cheverly	Barton, Duer & Koch Paper Co. Butler Paper Co. (Wash., D.C.)
Columbia	Garrett-Buchanan Company Wilcox, Walter Furlong Paper Co.
Hagerstown	Antietam Paper Co., The Weiss Brothers of Hagerstown, Inc.
Hanover	Norel Paper Corporation
Landover	Cantwell-Cleary Co., Inc. Freedman, S., & Sons, Inc. Mudge Paper Co., Inc. Norel Paper Corp. Parsons, Frank, Paper Co. Stanford Paper Co. Unijax Virginia Paper Co.
Rockville	Unijax
Salisbury	Old Dominion Paper Co., Div. of Dillard Paper Co.
Savage	Acme Paper & Supply Co., Inc.
Timonium	Unijax

MASSACHUSETTS

Auburn	WWF Paper Corp.-New England
Ayer	The Horn Coporation
Bedford	St. Jon Packaging Co., Inc.
Beverly	Atlantic Papers
Boston Metropolitan Area	Carter Rice Storrs & Bement, Inc. Dowd Company, Inc. The Empire Paper Corp. Lindenmeyr Paper Co., Inc. Munroe, D.F. Co., Inc., Wilmington Ris Paper Co., Inc.—New England Robinson, C.H. Paper Company, Woburn Saxon Paper New England, Div. Blake Moffitt & Towne-East White Rose Paper Co., Inc. Whitney Brothers, Inc. Wyman, Donald, Inc. WWF Paper Corp.-New England
Brockton	Campbell, J.C., Paper Co.
Canton	H.T. Berry Co., Inc. Lindenmeyr Paper Corp.
Charleston	WWF National
Chelsea	Industrial Wiper Supply & Paper Co.
Danvers	Danvers Paper Co.
Foxboro	Set Point Paper Co., Inc.
Framingham	Chatfield Paper Company Saxon Paper New England, Div. Blake Moffitt & Towne-East
Gardner	Symons Paper Co., Inc.
Haverhill	Koffman Products Inc. Star Paper Company, Inc.
Holyoke	Judd Paper Co. Plymouth Paper Co., Inc.
Lawrence	Berger, H., Co., The
Lowell	Proctor Paper Co.
Lynn	J. Stone & Company, Inc.
Mansfield	Munroe, D.F., Co.

Needham	Bret Packaging Co.
North Adams	A. Ashkar Sales Company
N. Wilmington	Munroe, D.F., Co.
Pittsfield	Brigham, C.T., Co.
Randolph	Century Paper Co., Inc., The
Salem	Salem Paper Co. (Corp.)
Springfield	Carter Rice Storrs & Bement Inc. Standard Paper & Merchandise Co., Inc. Rourke-Eno Paper Co., Inc., The
Somerville	Arrow Paper Corporation
Stoughton	Silbert Paper Co., Inc.
West Springfield	Carter Paper Co. Chatfield Paper Co., The (Massachusetts Division) Rourke-Eno Paper Co., Inc., The
Westfield	Matthias Paper Corporation
Wilmington	Munroe, D.F., Co. Rourke-Eno Paper Co., Inc., The
Winchester	Ingalls, Cronin Co.
Woburn	Atlas Paper Company Dowd Company, Inc., The Robinson, C.H., Paper Co.
Worcester	Butler-Dearden Paper Service Inc. Campbell, J.C., Paper Co. Carter Rice Storrs & Bement, Inc. Rourke-Eno Paper Co., Inc., The

MICHIGAN

Alpena	Steinder Paper Co.
Auburn Hts.	Liberty Paper & Bag Co.
Benton Harbor	Thayer Inc.
Birmingham	Ambrose Inc.
Detroit	Chope-Stevens Paper Company Copco Papers, Inc. Liberty Paper & Bag Company Mead Merchants Mellocraft Company, The Nationwide Papers Seaman-Patrick Paper Co. Standard Paper Union Paper Company, Div. of Blake Moffitt & Towne-East Whitaker Carpenter Paper Co.
Flint	Mead Merchants
Grand Rapids	Carpenter Paper Company Lowe Packaging Services, Inc. Quimby-Walstrom Paper Co. Steindler Paper Co.
Jackson	Fisher Bros. Paper Co. Steindler Paper Company
Kalamazoo	Mead Merchants Paper Points of Kalamazoo Star Paper Co. Steindler Paper Co. Taylor Martin Papers, Inc.
Lansing	Butler Paper Co. Carpenter Paper Company Copco Papers Dudley Paper Company Div. Copco Papers, Inc. Triquet Paper Co.
Livonia	Butler Paper Co.
Madison Heights	American Paper Co.
Muskegon	Nichols Paper & Supply Co. Steindler Paper Co.
Petoskey	Steindler Paper Co.
Portage	Carpenter Paper Company
Saginaw	Copco Papers Dudley Paper Company Div. Copco Papers, Inc. Nagel Paper & Box Company Reid Paper Co. Michigan Paper Company
Troy	Packaging Services Corporation

MINNESOTA

Austin	Schilling Paper Co., Inc.
Duluth	Duluth Paper & Specialties Co.
Mankato	Paper Service Co., Inc.
Minneapolis	Butler Paper Co. Holmberg Company Inc. Johnson Paper & Supply Co. Leslie Paper Co. Mead Merchants Nationwide Papers Turnquist Paper Co. Wilcox Paper Co.
Rochester	Butler Paper Co. Schilling Paper Co.
St. Paul	Anchor Paper Company Apache Paper Co. Butler Paper Co. Inter-City Paper Co. Leslie Packaging

MISSISSIPPI

Columbus	Newell Paper Co.
Greenwood	Bancroft Paper Co. of Greenwood
Gulfport	Gulfport Paper Co., Inc.
Jackson	Bancroft Paper Co., Inc. CMI/Jackson Cardinal Paper Company Central Paper Co., Inc. Fisher Bros. Paper Jackson Paper Co.
Laurel	Bancroft Paper Co., Inc.
Meridian	Newell Paper Co.
Natchez	Bancroft Paper Co., Inc.
Tupelo	Mississippi Paper Co.

MISSOURI

Florissant	Distribix, Inc.
Hazelwood	Packaging Consultants, Inc.
Joplin	Butler Paper Co.
Kansas City	Mead Merchants Mid Continent Paper Nationwide Papers Paper Supply Company, The
N. Kansas City	Lee Paper Co. Mead Merchants Midwestern Paper Co. Nationwide Papers Tobey Fine Papers of Kansas City, Div. of Distribix, Inc.
St. Joseph	Lee Paper Company Sheridan-Clayton Paper Co.
St. Louis	Beacon Paper Co. Bellerive Paper Co. Butler Paper Co. Central States Diversified, Inc. The Label Co., Inc. Lee Paper Company, Inc. Mead Merchants Midwestern Paper Nationwide Papers Renard Paper Co. Ropak Royal Papers, Inc. Sheridan-Clayton Paper Co. St. Louis Paper & Box Co., Inc. Shaughnessy-Kniep-Hawe Paper Co., Smith-Scharff Supply/Service, Inc. Tobey Fine Papers, Div. of Distribix, Inc.
Springfield	Leslie Paper Co. Midwestern Paper Co. Nationwide Papers

MONTANA

Billings	Carpenter Paper Co. of Nebraska Dixon Paper Co. Western Paper Co.
Great Falls	Carpenter Paper Co. of Nebraska Zellerbach Paper Group
Missoula	Carpenter Paper Co. of Nebraska

NEBRASKA

Grand Island	Carpenter Paper Co. of Nebraska Nogg Paper Co.
Lincoln	Carpenter Paper Co. of Nebraska Western Paper Co.
Omaha	Butler Paper Co. Carpenter Paper Co. of Nebraska Field Paper Co. Leslie Paper Co. National Paper Company, Inc. Nogg Brothers Paper Co. Omaha Paper Co. Western Paper Co.

NEVADA

Las Vegas	Carpenter/Offutt Paper Inc.

	Western Paper Co. Zellerbach Paper Group
Reno	Blake, Moffitt & Towne Butler Paper Co. Zellerbach Paper Group
Sparks	Dixon Paper Zellerbach Paper Group

NEW HAMPSHIRE

Concord	Rice, C.M., Paper Co. Ris Paper Co., Inc.—New England
Laconia	Goodwin-Robbins Paper Co.
Keene	Keene Industrial Paper Co., Inc.
Manchester	Central Paper Products Co. Manchester Paper Supply Munroe, D.F., Co.
Portsmouth	Portsmouth Paper Co., Inc.
Rochester	RJ Sylvain, Inc.

NEW JERSEY

Bayonne	Allied Paper Products Company Liberman, J., Co., Inc.
Bernardsville	McShane Packaging C.G. Winans Company
Bloomfield	Fidelity Paper & Supply Co.
Bogota	Norel Paper Corporation
Brunswick	C.G. Winans Company
Cherry Hill	Parker Paper Products, Inc.
Clifton	Major Paper Converters, Inc. Regal Envelope Royal Paper of N.J., Inc.
East Orange	National Paper Company of N.J.
East Rutherford	Alcor Graphics Bulkley Dunton Linde Lathrop, Inc.
Edison	Allied Paper Products Company
Hillside	Marking Development Corp. Mooney-General Paper Co.
Moonachie	Heller & Usdan, Inc. Valiant Paper & Packaging Co., Inc.
Morristown	Greenson Paper Co., Inc.
Neptune City	South Shore Paper Inc.
Newark	Central Paper Company Lewmar Paper Co.
New Brunswick	Jersey Paper Co.
Paterson	Passaic-Bergen Paper Co. Paterson Card & Paper Co.
Pennsauken	Garden City Paper International Paper Quick Ris Paper Co.
Pleasantville	City Supply Co., Inc.
Ridgewood	Strype, Fred C., Inc.
Rutherford	Alcor Graphics Lindenmeyr National Corporation Lindenmeyr Paper Corporation
Short Hills	Bunzl Corporation
Thorofare	Norel Paper Corporation
Trenton	Central Paper Company Crest Paper Products JB Papers, Inc. Winans-Reliance Corp.
Union	J.B. Papers, Inc.
Vineland	South Jersey Paper Products Co. Winans-Carter Corp.
West Caldwell	Hudson City Paper Company
Westmont	Buff-Henley, Inc.
Williamston	C.G Winans Co.
Woodbridge	Russell-Field Paper Co., Inc.

NEW MEXICO

Albuquerque	Cardinal Paper Company Dixon Paper Co. Nationwide Papers

NEW YORK

Albany	Alling and Cory Empire Paper Corp. Hudson Valley Paper Co. Ris Paper Co., Inc. - New England Rourke-Eno Paper Co., Inc., The Smith, W.H., Paper Corp.
Astoria	Gould Paper Corporation
Auburn	Johnston Paper Co., Inc.
Binghamton	Binghamton Paper Co., Div. of Seneca Paper Co. Hudson Valley Paper Co.
Brentwood	Alliance Paper & Packaging Co., Inc.
Brooklyn	AA Supplies Inc. Burke Supply Co., Inc. Great Atlantic Paper Packaging Corp. National Paper & Packaging, Inc.
Buffalo	Alling and Cory Buffalo Paper & Twine Co., Inc. Calabrese Bros., Inc. Chudy Paper Co., Inc. Hubbs & Howe Co., Inc. Kirkholder & Rausch Co., Inc. Mead, D.J. & Sons Murphy Paper Co., Inc. Prescotech, A Co. of Tannetics, Inc. Seneca Paper Co.—Buffalo Division Unicorn Paper Co.
Elmira	Bond/Queen City Horwitz Paper & Packaging Co. of Elmira, New York, Inc.
Endwell	Hudson Valley Paper Co.—Binghamton
Farmingdale	Communication Paper Corp.
Garden City	Ris Paper Co., Inc.
Glens Falls	Leland Paper Co., Inc. Softco Inc.
Hamburg	Alcor Envelope Co., The
Hewlett	Direct Packaging Inc.
Horseheads	Mead, D.J. Waight Paper and Pkg.
Huntington Station	JB Papers, Inc.
Kingston	Spiegel Bros. Paper Co., Inc.
Liverpool	Softco, Inc.
Long Island City	Alling & Cory Andrews/Nelson/Whitehead
Maspeth	Canover Industries, Inc. E. Greene and Co. Viking Criterion Paper Corp
New Rochelle	Impressions Paper & Supply Corp. Manslo Supply Corp.
New York City Metropolitan Area	A.E. Macadam Alling & Cory Aldine Paper Co. Allan & Gray Corp. Andrews/Nelson/Whitehead Aquatex Paper Corp. Baldwin Paper Company Baron-Batz Paper Company Bermco Blake, Moffitt & Towne-East Bloch Bros. Paper Co., Inc. Bulkley Dunton Linde Lathrop, Inc. Burke Supply Co., Inc. Capital Paper Co., Inc. Carlyle Paper Co. Case Paper Co., Inc. Clifford-Gould Paper Corp. Congress Paper Corp. Crestwood Paper Co., Inc., Div. of Willmann Paper Company, Inc. Crown Products Co. Duplicating Papers, Inc., Div. of Willmann Paper Co., Inc. EPC Distributors, Inc. DBA/ Elaine Products Co., Inc. Elish, Harry, Paper Co., Inc. GWM Industries, Inc. Goldman, G.B., Paper Co. Gould Paper Corp. Grayco Products Corp. Greene, E., & Company Harlem Paper Products Corp. Hobson Miller Paper Co., Inc. Div. of Blake Moffitt & Towne-East Hudson City

Hudson Valley Paper Co.
Hunter Paper Co.
Imperial Bag & Paper Co., Inc.
J.B. Papers, Inc.
Lindenmeyr Paper Corp.
Majestic Paper Corp.
Millar, Geo. W., & Co., Inc.
Mooney General Paper
Mutual-Precision Co. (Division of Wittcoff Paper Co., Inc.)
National Paper & Packaging Inc.
Norel Paper Corp.
Olympic Paper Co., Inc.
Paper Corp. of United States
Paper Enterprises, Inc.
Penn Jersey Paper Co.
Perkins-Goodwin Co., Inc.
Prescotech, A Co. of Gerlach Ind., Inc.
Queensboro Paper Corp.
Presto Paper Co., Inc.
R & D Paper Co., Inc.
Ris Paper Co., Inc.
River House Distrib. Div. of Arena Develop of Fulton Inc.
Robert Paper Co., Inc.
Royal Paper Corp.
Saxon Industries, Inc.
Saxon Paper Corp. of New York
Selig Paper Co.
Siclare, Cross/New York, Inc.
Tappan Supply
Tradeway International Corporation
Triangle Marketing Corp.
Triangle Trading Company
Viking Criterion Paper Corp. (Distribution of Industrial Packaging Materials & Equipment)
Walker Goulard Plehn Co., Inc.
Willmann Paper Co., Inc.
WWF Paper Co.

North Tonawanda
Azerty

Plattsburg
Buck, L.H., Co., Inc.

Poughkeepsie
Sofco, Inc.

Rochester
Alling and Cory
Economy Paper Co.
Hubbs & Howe Co., Inc.
Kolko Paper Co., Inc.
Prescotech, A Co. of Tannetics, Inc.
RMA/Kolko Corporation
Rochester Paper Co., Inc.
Seneca Paper Company
Mead, D.J.

Scotia
Sofco, Inc.

Syracuse
Alling and Cory
Miller Paper Co., Div.
Seneca Paper Co.
Wilcox Paper Co.

Tonawanda
Hy-Grade Distributors, Inc.

Utica
Alling and Cory
Miller Paper Co.
Sofco, Inc.

Westbury
Grayco Products Corp.

Victor
Allchin Paper Co.

Yonkers
Crown Products Co.

NORTH CAROLINA

Asheville
Henley Paper Co.
Standard Paper Sales Co., Inc.
Unijax

Charlotte
Carolina Paper & Builders Materials, Inc.
Case Paper Co., Inc.
Caskie Paper Co., Inc.
Charlotte Paper Co.
Dillard Paper Co.
Henderson-Gilmer Paper Co.
Henley Paper Co.
Snyder Paper Corp.
Unijax
Virginia Paper Co.
Wilcox Walter Furlong Paper Co.

Durham
Brame Specialty Company, Inc.

Fayetteville
C.A. Adams & Sons
Caskie Paper Company, Incorporated

Greensboro
Dillard Paper Co.
Henley Paper Co.
Morrisette Paper
TarHeel Paper & Supply Co.
Unijax
Virginia Paper Co.
Wilcox Walter Furlong Paper Co.

Hickory
General Paper Company
Henley Paper Co.
Morrisette Paper Company
Snyder Paper Corp.

High Point
General Paper Co.
Henley Paper Co.
Mattias Paper Co.
Snyder Paper Corp.

Lumberton
Image Supply Inc.

Raleigh
Dillard Paper Co.
Henley Paper Co.
Morrisette Paper Co.
Norris, Garland C., Co.
Snyder Paper Corp.
Unijax
Virginia Paper Company
Wilson, B.W., Paper Co., Inc.

Reidsville
Morrisette Paper Company

Rocky Mount
Brame Specialty Company, Inc.

Skyland
Henley Paper Co.

Wake Forest
Welsh Paper Company

Wilmington
Brame Specialty Company, Inc.
Dillard Paper Co.
Unijax

Winston-Salem
Dillard Paper Co.
Norel Paper Corporation

NORTH DAKOTA

Bismarck
Fargo Paper Co.

Fargo
Butler Paper Co.
Dacotah Paper Co.
Fargo Paper Co.
Leslie Paper Co.
Western Paper Co.

Grand Forks
Fargo Paper Co.

Minot
Fargo Paper Co.

OHIO

Akron
Alling and Cory
Brewer-Chilcote Paper Co.
Mead Merchants
Millcraft Paper Co., The
Prescotech, A Co. of Tannetics, Inc.
Rohner Distributors, Inc.

Beachwood
Max-Pack (Div. Western Reserve Pkg., Inc.)

Bowling Green
Fisher Bros. Paper Co.

Canton
Conley, M., Co., The
Herrington Paper Co., Inc., The
U.S. Distributors

Chagrin Falls
Packaging Services Corporation

Cincinnati
Anchor Paper Co.
Camelot Distributing Co.
W.E. Buehler Paper Co.
Cincinnati Cordage & Paper Co., The
Diem & Wing Paper Co., The
Guardian Paper Corp.
Mead Merchants
Mellocraft Co., The
Nationwide Papers
Paper Corporation of U.S.
Paragon Paper Corp., The

Cleveland
Alling and Cory
Bond Paper Co.
Brewer-Chilcote Paper Co.
Cleveland Paper Company
Copco Papers, Inc.
Dyna-Pak (Div. of Bond Paper Co.)
Gascon Paper Co.
Globe Paper Co., The
Max-Pack
Mead Merchants
Millcraft Paper Co., The
National Paper & Packaging Co.

Columbus
Capital-Consolidated, Inc.
Copco Envelope and Converting Division
Copco Papers, Inc.
Cordage of Columbus
Cottingham Paper Company
Diem & Wing Paper Company, The
Hull Paper Company
Mead Merchants
Millcraft Paper Company

	National Paper & Packaging Co. Packaging & Handling Supplies Richards & Simmons, Inc. Sterling Paper Co. Supermarkets Consultants, Inc.
Dayton	Copco Papers, Inc. Cordage of Dayton Cordage Packaging Diem & Wing Paper Company, The Hull Paper Company I Supply Co. Mead Merchants Packaging & Handling Supplies Company
Defiance	Mellocraft Company, The
Findlay	Copco Tape and Label Div. Union Paper & Twine Mead Merchants
Mansfield	Sterling Paper Co.
Springfield	I Supply Co.
Toledo	Alling and Cory Butler Paper Co. Cannon Paper Company Commerce Paper Co., The Copco Papers, Inc. Mellocraft Company, The Millcraft Paper Co., The Ohio & Michigan Paper Co., The
Warren	Berk Paper & Supply
Westerville	Packaging Services Corporation
Youngstown	Hearn Paper Company, The

OKLAHOMA

Ada	Ada Paper Co.
Oklahoma City	Butler Paper Co. Cardinal Paper Company Carpenter Paper Co. of Nebraska Consolidated Packaging, Inc. Garrett & Buchanan, Oklahoma City Div. Mead Merchants Oklahoma Paper Co. Western Paper Co.
Tulsa	Beene Paper Co. Carpenter Paper Co. of Nebraska Mead Merchants Southwest Paper Co., Inc. Tayloe Paper Co. Western Paper Co.

OREGON

Beaverton	Kaplan Paper Co.
Bend	Supplyways, Inc.
Portland	Blake, Moffitt & Towne Carpenter/Offutt Paper, Inc. Supplyways, Inc. Zellerbach Paper Group
Eugene	Blake, Moffitt & Towne Zellerbach Paper Group
Medford	Blake, Moffitt & Towne
Salem	Supplyways, Inc.

PENNSYLVANIA

Allentown	Alling and Cory Beck Packaging Corporation G.A. Rinn Paper Co., Inc. Garrett-Buchanan Co. Klein Paper Co. Lehigh Valley Paper Corp. Penn State Paper & Box Co. Ris Paper Co., Inc.—Pennsylvania
Andalusia	Paper Merchants, Inc.
Bala Cynwyd	WWF Paper Corporation
Bensalem	Paper Merchants
Bethlehem	Wilcox Walter Furlong Paper Co.
Douglassville	Packaging Services Corporation
Easton	Fuller Paper Co.
Erie	Alling and Cory Commercial Distribution Assoc., Div. of Hammermill Distribution Group Hubbs & Howe Co., Inc. Lemac Packaging, Inc. Mead, D.J., & Sons Millcraft Paper Co. Prescotech, A Co. of Tannetics, Inc.
Fort Washington	Springfield Paper Specialties
Girard	Paragon Packaging Products, Inc.
Hanover	Colony Papers, Inc.
Harrisburg	Alling and Cory Butler Paper Co. Harrisburg Paper Company Paper Distributors, Inc. Wilcox Walter Furlong Paper Co.
Homestead	John Groves Co.
Horsham	Galer & Hults Inc.
Huntingdon Valley	The Paper Factory
Johnstown	Morris Paper Co.
King of Prussia	Atlantic Paper Company
Lancaster	Garrett-Buchanan Co. Hershey Paper Co. Lindenmeyr Paper Company United Twine & Paper Co.
Lansdale	Penn Valley Chemical Co.
McKees Rocks	Darragh Paper Co.
McMurray	Affiliated Paper Companies
Mt. Penn	Weiss Paper Co., Inc.
Palmer	Fuller Paper Co., Inc.
Philadelphia Metropolitan Area	Alling and Cory Clinton Envelope & Paper Co. Commercial Card & Paper Co. Copysource, Div. of Garrett-Buchanan Deltapaper Corporation Dubin Paper Eagle Paper Co. Enterprise Paper Co., Inc. Garrett-Buchanan Co. Goldman, G.B. Paper Co. Grant Paper Co. Harco Paper Co. Industrial Packaging Systems—Technical Papers (Alling Cory) Killhour, W.B. & Sons, Inc. Lesco Paper & Box Co. Lindenmeyr National Corporation Lindenmeyr Paper Company Miller, Simon Sales Co. Molten Paper Co., Inc. Penn Jersey Paper Co. Shore Paper Co. Walter, S., Packaging Corp. Whitemarsh Paper & Specialties Co. Whiting Patterson Co., Inc. Wilcox Walter Furlong Paper Co. Wilder Industries, Inc.
Pittsburgh Metropolitan Area	Alling and Cory Bennett Paper Company Copco Papers, Inc. Darragh Paper Co. General Paper Mead Merchants Morris Paper Co. Paper Products Co., Inc.
Newton Square	Russell-Field Paper Co., Inc.
Reading	M.J. Earl, Inc. Garrett-Buchanan Co. Weiss Paper Co., Inc.
Red Lion	Jedco Paper Corp.
Scranton	Alling and Cory Wilcox Walter Furlong Paper Co.
Southampton	Harco Paper Co.
Springfield	Fulton Paper Co.
Wayne	Bentley Paper Corp. Paper Corporation of America
West Lawn	Weiss Paper Co., Inc.
Wilkes-Barre	Union Paper & Supply Co.
Williamsport	Williamsport Paper Co.
Yeadon	Matthias Paper Corp.
York	Andrews Paper House of York, Inc. Colony Papers, Inc. Killhour, W.B., & Sons, Inc. Mudge Paper Co., The Quaker City Paper & Chemical Co.

RHODE ISLAND

Cranston	The P.J. Fox Paper Company, Inc.
East Providence	Rourke-Eno Paper Co., Inc., The
Lincoln	Roberts Paper Co.
Pawtucket	Carter Rice Storrs & Bement, Inc.
Providence	Chatfield Paper Co. Providence Paper Co. Ris Paper Co., Inc.—New England Saxon Paper New England, Div. Blake Moffitt & Towne-East
Warwick	Lyons & Morrison Paper Co., Div. of Wilcox Walter Furlong Paper Pioneer Stimpson

SOUTH CAROLINA

Charleston	Charleston Paper Company Unijax
Charlotte	Caskie Paper Company Mac Papers Co.
Columbia	Columbia Paper Company Dillard Paper Co. Kelly Paper Co. Unijax Virginia Paper Co.
Greenville	Caskie Paper Company, Inc. Dillard Paper Co. Henley Paper Co. Mac Papers, Inc. Unijax
Lexington	Carolina Retail Packaging, Inc.

SOUTH DAKOTA

Aberdeen	Fargo Paper
Rapid City	Paper Company, The
Sioux City	Paper Company, The
Sioux Falls	Butler Paper Company EMSCO Industries, Inc. Leslie Paper Co. Paper Company, The

TENNESSEE

Chattanooga	Advance Paper Company Athens Paper Company Chattanooga Paper & Woodenware Company Mead Merchants Southern Paper Company
Cleveland	Chattanooga Paper & Woodenware Company
Cookeville	Chattanooga Paper & Woodenware Company
Jackson	Unijax
Knoxville	Cordage of Knoxville Dillard Paper Co. Mead Merchants Southern Paper Company
Memphis	Butler Paper Company Magnolia Paper & Janitor Supply Co., Inc. Mead Merchants Myers, Mayer, Paper Co. Nationwide Papers Paper Products Co. Roach Paper Co., Div. of Distribix, Inc. Summerfield Paper Co. Unijax Western Paper Co.
Murfreesboro	Chattanooga Paper & Woodenware Company
Nashville	American Paper & Twine Co. Athens Paper Company Cordage of Nashville Mead Merchants Unijax

TEXAS

Abilene	Matera Paper Co. Mayfield Paper Co.
Amarillo	Carpenter Paper Co. of Nebraska Dixon Paper Co Kerr Paper Co. Roberts Paper Co.
Arlington	Nationwide Papers
Austin	Bancroft Paper Co. of Texas, Inc. Century Papers Clampitt Paper Co Lone Star Paper Co., Inc. Matera Paper Co. Monarch Paper Co. Moore Paper Companies Pollock Paper Distributors (Austin Chemical Co. Div.) Southern State Gift Wrap (Austin)
Beaumont	Century Papers, Inc.
Corpus Christi	Bancroft Paper Company of Texas, Inc. Butler Paper Co. Century Papers, Inc. Packaging Services Corp.
Dallas	"A" Sales, Inc. Affiliated Paper Companies Artex-Lane Company, Inc. Beavers Papers, Inc. Bond/Queen City Butler Paper Co. Century Papers, Inc. Clampitt Paper Co. Dyna-Pak, (Division of Bond Paper Co.) Gould Paper Corporation Kaymac Paper Co. Leslie Paper Co. Lind Paper Co. Monarch Paper Co. Moore Paper Companies Nationwide Papers Palmer Paper Co. Paper Tech, Inc. - Pollock Paper Distributors Ropak of Texas Texas Paper Company The Paper Shack
El Paso	Century/Best Sanitary Dixon Paper Co. Nationwide Papers
Fort Worth	Butler Paper Co. Clampitt Paper Co. of Fort Worth Lind Paper Co. Monarch Paper Co. Nationwide Papers Pollock Paper Distributors O-K Paper Center (Olmsted-Kirk)
Garland	Nichols Paper Company, Inc.
Grand Prairie	Pollock Paper Distributors Pollock Corrugated Containers
Harlingen	Bancroft Paper Co. of Texas, Inc.
Houston	Alling & Cory Beavers Papers, Inc. Bosworth Papers, Inc. Butler Paper Co. Century Papers, Inc. Clampitt Paper Co. of Houston Monarch Paper Co. Moore Paper Companies Nationwide Papers Olmsted-Kirk Paper Co. of Houston Palmer Paper Co. Pollock Paper Distributors Redi-Packaging, Inc. Western Packaging, Inc.
Laredo	Century Papers, Inc.
Longview	CMI/Longview
Lubbock	Bancroft Paper Co. of Texas, Inc. Carpenter Paper Company of Nebraska Dixon Paper Co. Mayfield Paper Co. Pollock Paper Distributors
Lufkin	CMI/Lufkin
McAllen	Century Papers, Inc.
Midland	Bancroft Paper Co. of Texas, Inc.
Nederland	Bancroft Paper Co. of Beaumont, Inc.
Odessa	Kerr Permian Matera Paper Co.
Port Arthur	Bogel Sales, Inc.
San Angelo	Mayfield Paper Co.
San Antonio	Bancroft Paper Co. of Texas, Inc. Butler Paper Co. Cardinal Paper Company Century Papers, Inc. Clampitt Paper Co. of San Antonio Matera Paper Co. Monarch Paper Co. Nationwide Papers Palmer Paper Co. Pollock Paper Distributors Western Paper
Sherman	CMI/Sherman
Texarkana	CMI/Texarkana
Tyler	Bancroft Paper Company, Inc. Butler Paper Company CMI/Tyler
Waco	Bancroft Paper Co. of Texas, Inc. Butler Paper Co. Lind Paper Co.
Wichita Falls	Empire Paper Co. Paper Service Company Div. of Pollock Paper Distributors

UTAH

Salt Lake City	Blake Moffitt & Towne Dixon Paper Co. Western Paper Co. Zellerbach Paper Group

VERMONT

Burlington	Hudson Valley Paper Co.

	McApco, Div. of McAuliffe Inc. Saxon Paper New England, Div. Blake Moffitt & Towne-East Lindenmeyr Paper Corp. of Vermont
Rutland	The Foley Distributing Corporation
White River Junction	White River Paper Co.
Williston	Hudson Valley Paper Company-Burlington

VIRGINIA

Alexandria	Unijax
Bristol	Dillard Paper Co.
Chesapeake	Wilson, B.W., Paper Co.
Fairfax	Unijax
Hearndon	Virginia Pckg. Supply Co.
Lynchburg	Caskie Paper Co., Inc. Dillard Paper Co.
McLean	Virginia Packaging Supply Co.
Merrifield	Diamond Paper Corp.
Newport News	Camelot Distributing Co.
Norfolk	Gordon Paper Co., Inc. Old Dominion Paper Co., Div. of Dillard Paper Co. Unijax
Richmond	Caskie Paper Co. Cauthorne Paper Co., Inc. Dillard Paper Co. Ris Paper Company, Inc.—Washington Unijax Virginia Paper Co. Wilcox Walter Furlong Paper Co. Wilson, B.W. Paper Co., Inc.
Roanoke	Dillard Paper Co. Unijax
Springfield	Crown Supply Inc.
Tidewater	Virginia Paper Co.
Waynesboro	Hathaway Paper Co.
Winchester	Unijax

WASHINGTON

Bellingham	West Coast Paper Company
Clarkston	Union Paper Company
Everett	Everett Wholesale Paper Co. West Coast Paper Company
Kent	Western Paper Company
Pasco	West Coast Paper Company
Port Angeles	Olympic Paper Company Div. of West Coast Paper Company
Redmond	West Coast Paper Company
Renton	Carpenter/Offutt Paper, Inc. Service Paper Company
Seattle	Acme Pacific Paper Co. Blake, Moffitt & Towne Kaplan Paper Co. Div. Seattle Packaging Corp. Paper Mills Agency, Inc. West Coast Paper Co. Zellerbach Paper Group
Spokane	Blake, Moffitt & Towne McGinnis Independent Paper Company Zellerbach Paper Group
Tacoma	Allied Paper Co., Inc.
Walla Walla	Zellerbach Paper Group
Wenatchee	Zellerbach Paper Group
Yakima	Blake, Moffitt & Towne Zellerbach Paper Group

WEST VIRGINIA

Beckley	Unijax
Charleston	Alling and Cory Copco Papers, Inc. Unijax
Clarksburg	Wilson, R.D., Sons & Co.
Fairmont	Alling and Cory
Huntington	Unijax
Morgantown	West Virginia Paper, Inc.
Ona	Cordage of Huntington
Parkersburg	The Paper Shack, II Unijax
Wheeling	Alling and Cory Clarke Paper Co. The Paper Shack, I

WISCONSIN

Appleton	American Fine Paper Combined Pkg. Inc. Leslie Paper Company Packaging Services Corporation Reliable Paper Co. Universal Paper Corp. Whitaker Carpenter Paper Company Woelz Paper Co., Inc.
Eau Claire	Northwest Wholesale Supply Co. Schilling Paper Co.
Green Bay	Butler Paper Co. Steen-Mack Paper Co.
LaCrosse	Schilling Paper Company, Inc. Universal Paper Corporation
Madison	Butler Paper Co. Inlander-Steindler Paper Co. Leslie Paper Company Universal Paper Corporation
Menasha	United Paper Corp.
Milwaukee	H.M. Bouer Paper Co. Butler Paper Co. Hope Dispensing Systems Inlander-Steindler I.S.P./Strauss Kranz, Inc. Leslie Paper Company Nationwide Papers Reliable Paper Co. Whitaker Carpenter Paper Co. Wisconsin Paper & Products Co.
Neenah	R.L. Hess Co.
New Berlin	Universal Paper Corp.
Port Edwards	Butler Paper Co.
Racine	Kranz, Inc.
Waukesha	Dralle Paper Co., Inc.
Wauwatosa	Milwaukee Paper Company
Wausau	Central Wisconsin Paper Company, Inc.
Wisconsin Rapids	Butler Paper Co.

PUERTO RICO

San Juan	American Paper Corp. Garriga Trading Co., Inc.

INTERNATIONAL

AUSTRALIA

New South Wales

Alexandria	The Paper House
Lane Cove	National Paper Marketing Council Paper House, The

BELGIUM

Kobbegem	Haseldonckx

CANADA

Alberta

Calgary	Barber-Ellis, Div. of Barbecon Inc. CIP Daxion Inc. Coast Alberta Papers Division Crown Paper Paper Shoppe (The) Price Wilson Division of Inter City Papers Limited
Edmonton	Barber-Ellis, Div. of Barbecon Inc. CIP Daxion Inc. Coast Alberta Papers Division Crown Paper Price Wilson
Lethbridge	CIP Daxion Inc.

British Columbia

Burnbay	Smith Paper Limited
Central Saanich	Price Wilson Division of Inter City Papers ltd.
Richmond	Barber Ellis Div. of Barbecon Inc. CIP Daxion Inc. Plastic Packaging Services Price Wilson Division of Inter City Papers Ltd.
New Westminster	Crown Paper
Prince George	Crown Paper
Regina	Barber-Ellis, Div. of Barbecon Inc. CIP Daxion
Saskatchewan	Barber-Ellis Saskatoon
Surrey	Inter City Papers (Manitoba) Ltd.
Vancouver	Barber-Ellis, Div. of Barbecon Inc. Coast Alberta Papers Division Crown Paper Ltd. Lecky Paper Ltd. Inter City Paper Ltd. Paper Shoppe (The)
Vernon	CIP Daxion
Victoria	CIP Daxion

Manitoba

Winnipeg	Barber-Ellis, Div. of Barbecon Inc. Barkwell Paper Co., The CIP Daxion Inc. Crown Paper Inter City Papers (Manitoba) Ltd. Merrill Enterprises Plastic Packaging Services Price Wilson Division of Inter City Papers Ltd. Trimor Products Ltd.

New Brunswick

Moncton	CIP Daxion Inc. Graphic Papers Price Wilson
Saint John	Eastern Paper Div. of EPC Ind. Ltd. Schofield Paper, Div. of Domtar Inc. Price Wilson

Newfoundland

St. Johns	McFarlaneson & Hodgson (Ltd.) (Div. of Domtar Inc.) Lawrence Newfoundland Division of Inter City Papers Limited

Nova Scotia

Dartmouth	Barber-Ellis, Fine Papers Inter City Papers Ltd. McFarlaneson & Hodgson (Ltd.) (Div. of Domtar Inc.)
Halifax	CIP Daxion Inc. Inter City Papers Limited Price Wilson Division of Inter City Papers Ltd.

Ontario

Burlington	Kaumeyer Paper Ltd.
Downview	Paper Shoppe (The)
Hamilton	Barber-Ellis, Fine Papers London G.T. French Paper Ltd. The Paper Shoppe
Kingston	Canway Paper Co. Ltd.
London	Barber-Ellis, Fine Papers London Buntin Reid Paper, Div. of Domtar Inc. CIP Daxion Inc. Crawford Packaging Materials Ltd. Inter City Papers Limited The Paper Shoppe Plastic Packaging Services Price Wilson Division of Inter City Papers Ltd.
Markham	CIP Daxion, Inc. Paper Shoppe (The)
Mississauga	Balpex Inc. CIP Daxion Inc. Inter City Papers Limited Price Wilson Division of Inter City Papers Ltd. Buntin Reid Paper, Div. of Domtar Inc. The Paper Shoppe Plastic Packaging Services
Niagara Falls	Kaumeyer Paper Products Ltd.
North Bay	Vaughan Paper Products Ltd.
Ottawa	Buntin Gillies Buntin Reid Paper, Div. of Domtar Inc. CIP Daxion Inc. Inter City Papers Limited Graphic Papers Price Wilson Division of Inter City Papers Ltd. Snelling Paper Ltd.
Rexdale	Rolland Inc., Distribution Div.
Scarborough	Adelco Supply Co., Inc. CIP Daxion Inc. Paper Shoppe (The)
South Kitchener	Bruce Edmeades Sales Ltd.
Sudbury	Graphic Papers
Thunder Bay	CIP Daxion Inc. Crown Paper
Toronto	Barbecon, Inc. Barber-Ellis, Div., Fine Papers CIP Daxion, Inc. Cosmos Paper Products Ltd. Graphic Papers Halls Canada Paper, Div. of Domtar Ltd. Morgan Paper Co. Ltd. Paper Centre, The Paper Shoppe, The J.C. Scott Brothers Ltd. Select Papers
Windsor	Barber-Ellis, Fine Papers London

Quebec

Boucherville	Rene Robitaille Inc.
Charlesbourg	L. Boucher Inc.
Hull	Emballage Boudreault Ltee
Jonquiere	Eugene Allard Ltee.
Lachine	CIP Daxion Inc.
LaSalle	Federal Paper, Division of Domtar Inc. Inter City Papers Ltd. Lauzier, Little Inc. Price Wilson Division of Inter City Papers Ltd.
Mont-Joli	Ernest Quellet, Inc.
Montreal	Domtar Fine Papers Fancy Pak Co. Ltd. Groupex Distribution Inc. Havill, T. Paper Co. Le Marche de l'Imprimeur Les Papiers Graphiques
Montreal North	Le Marche de l'Imprimeur
Quebec City	CIP Daxion Inc. Lauzier, Little Inc. Price Wilson Division of Inter City Papers Ltd.
St. Foy	Les Papiers Graphiques
St. Laurent	Envelope Heritage, Div. of W.V. Dawson Limited Papeterie Barber-Ellis, Div. of Barber-Ellis Fine Papers Plastic Packaging Services Price Wilson Division of Inter City Papers Ltd.

Sherbrooke	McFarlaneson & Hodgson (Ltd.) (Div. of Domtar Inc.)
Trois Rivieres	Henri Bourgeois Inc.

Saskatchewan

Regina	Barber-Ellis, Div. of Barbecon Inc. CIP Daxion Inc. Crown Paper
Saskatoon	CIP Daxion Inc. Crown Paper Printing Papers, Division of Barbecon Inc.

DENMARK

Brabrad	BORCH papir Winther papir
Glostrup	BORCH papir

ENGLAND (See United Kingdom)

FRANCE

Garges Les Gonesse	Papeteries J. Rezard
La Plaine	Saint Denes - Copadip
Paris	Anjomari Papeteries de France Syndicat West Des Papiers
Saint Denis	Copadip
Thionville	Muller & Wegener

GERMANY

Essen Kettwig	Classen-Papier KG
Karisruhe	Epa PapiergroBhandel GmbH

LUXEMBOURG, GRAND DUCHY OF

Luxembourg	Muller & Wegener

MEXICO

Chihuahua	Con Alonso Newberry De Chihuahua
Culiacan	Representaciones Maar
Guadalajara	Cervantes Hermanos Papeles Selectos
Merida	Raul Bolio Gomez
Mexico City	Aguerrerere Y Cia Comercializadora Nube Fabricas De Papel Loreto Y Pena Pobre, S.A.
Monterrey	Representantes De Fabricas
Puebla	Isaac Ibarra Juarez
Queretaro	Deposito Queretaro
Salamanca	Mercantil Salamanca
San Luis Potosi	Representaciones San Luis
Tampico	Deposito Tampico
Tijuana	Marcelo Arreola Pujol
Torreon	Deposito Torreon
Veracruz	Veracruzana De Papeles

NEW ZEALAND

Wellington	NZ Paper Merchants' & Manufacturing Stationers' Association

NORWAY

Oslo	Boman, Paper A/S Papirgrossistenes Landsforening

SOUTH AFRICA

Cape Town	Peters Papers (Pty) Ltd.

SWEDEN

Molndal	Pappersgruppen AB
Stockholm	Svenska Pappersgrossistforbundet (Swedish Paper Trade Assn.)

SWITZERLAND

Zurich	Verband des schweizerischen Papier-und Packmaterial-Grosshandels (Association of Swiss Paper Merchants)

UNITED KINGDOM

Birmingham	Smith, G.F., & Son-London-Ltd.
Bristol	WWF Paper Sales (UK) Ltd.
Bury	WWF International Ltd.
Chatman	Alfred Quaife & Co. Ltd.
Dartford	S.M. Paper
Hemel Hempstead	DRG Paper & Board
Hull	Smith, G.F. & Son London Ltd.
Leatherhead	WWF International Ltd. WWF Paper Sales Ltd.
Leicester	WWF Paper Sales (UK) Ltd.
London	Dixon & Roe Ltd. Mussett, David, Ltd. Poyer, Turner, Ltd. Smith, G.F. & Son-London-Ltd. Thom & Cook Ltd.
Luton	Alfred Quaife & Co. Ltd.
Milton Keynes	Alfred Quaife & Co. Ltd.
Northfleet	WWF Paper Sales UK Ltd.
Wembley	Alfred Quaife & Co. Ltd.

James River Groveton Division

Business and Computer Papers

Pro-Tech™ Computer Papers:

Brand:	*Available:*
Ink Jet Paper	Cut Sheets & Fanfold
Thermal Transfer Paper	Cut Sheets & Fanfold
Pen Plotter Paper	Cut Sheets
Laser Bond Paper	Cut Sheets
25% Cotton Printer Paper	Fanfold
25% Cotton Multipurpose Paper	Cut Sheets
Printer Bond Paper	Fanfold

Business Papers & Envelopes:

Brand:	*Available:*	
Word Pro Dual Purpose (Xerographic/Offset)	White	Cut Sheets
Word Pro Copier Rolls	White	Rolls
Blue Ribbon Bond	White	Cut Sheets
Blue Ribbon Dual Purpose (Xerographic/Offset)	Colors (12)	Cut Sheets
Blue Ribbon Duplicator LTT	White & Colors (6)	Cut Sheets
Blue Ribbon Mimeograph	White & Colors (6)	Cut Sheets
Blue Ribbon Offset	White	Cut Sheets
Blue Ribbon Envelopes	Colors (12)	No. 10 Commercial
Dello Offset	White	Cut Sheets
Triad Dual Purpose (Xerographic/Offset)	White	Cut Sheets
Triad Copier Rolls	White	Rolls
Triad Bond	White	Cut Sheets
Triad Duplicator LTT	White	Cut Sheets
Triad Mimeograph	White & Colors (10)	Cut Sheets

As long as the need for paper is great, the need for great paper will be met here. The James River Groveton Division.

JAMES RIVER CORPORATION
GROVETON DIVISION, GROVETON, NH 03582
603-636-1154

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BANK OF NEW HAMPSHIRE
VISA APPLICATION
VISA
LOUP POWER DISTRICT
Live Better Electrically
KMBC-TV
CHRISTIAN BLIND MISSION INTERNATIONAL
COLLECTIBLES
Blue Cross Blue Shield
American Tourister
...rard Bank Vermont
Invoice enclosed

Why settle for less when you can have more? It's as simple as that — when it comes to selling plain envelopes versus printed envelopes.

Of course, it may take a little more effort to sell the printed envelope order. But your profit will make it all worthwhile. And your customers will appreciate what printed envelopes will do for their businesses. They'll show their appreciation by placing another order. And another. And another.

Then watch your profits grow.

Contact a service representative at the plant nearest you to find out about our Envelope Printing Guide and our new Envelope Printing Slideshow Presentation. Both are full of helpful tips on selling printed envelopes.

New York Envelope Group
Long Island City, NY
Brooklyn, NY (Envelope Convertors)
Union, NJ (Champion Envelope)

National Envelope Group
Atlanta, GA; Lenexa, KS;
St. Louis, MO; Worcester, MA

Who but New York/National sells only to you; not to your customers.

APR

1986

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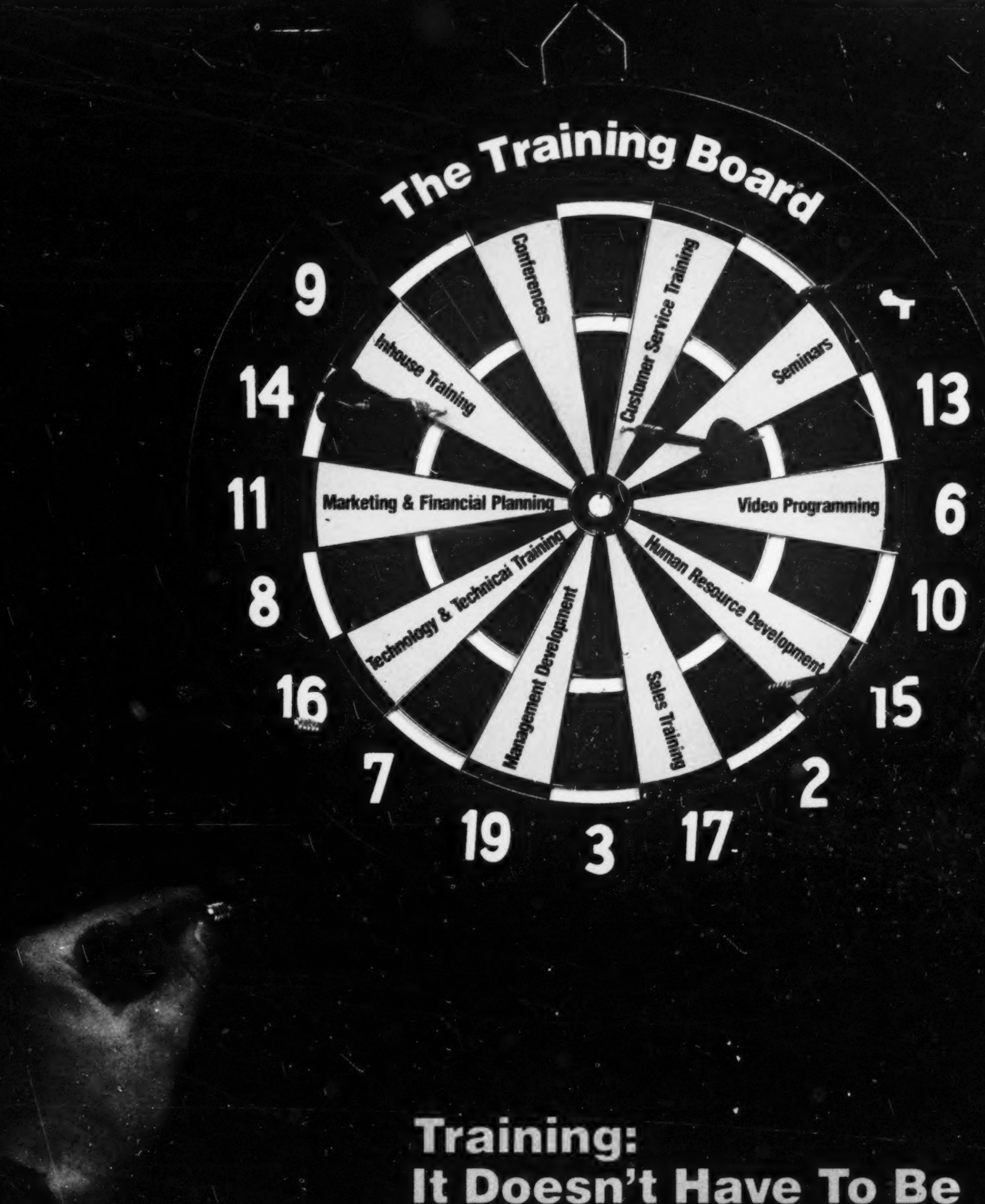
NPTA MANAGEMENT NEWS APRIL 1986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Conferences
Customer Service Training
Seminars
Inhouse Training
Marketing & Financial Planning
Video Programming
Technology & Technical Training
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Management Development
Sales Training
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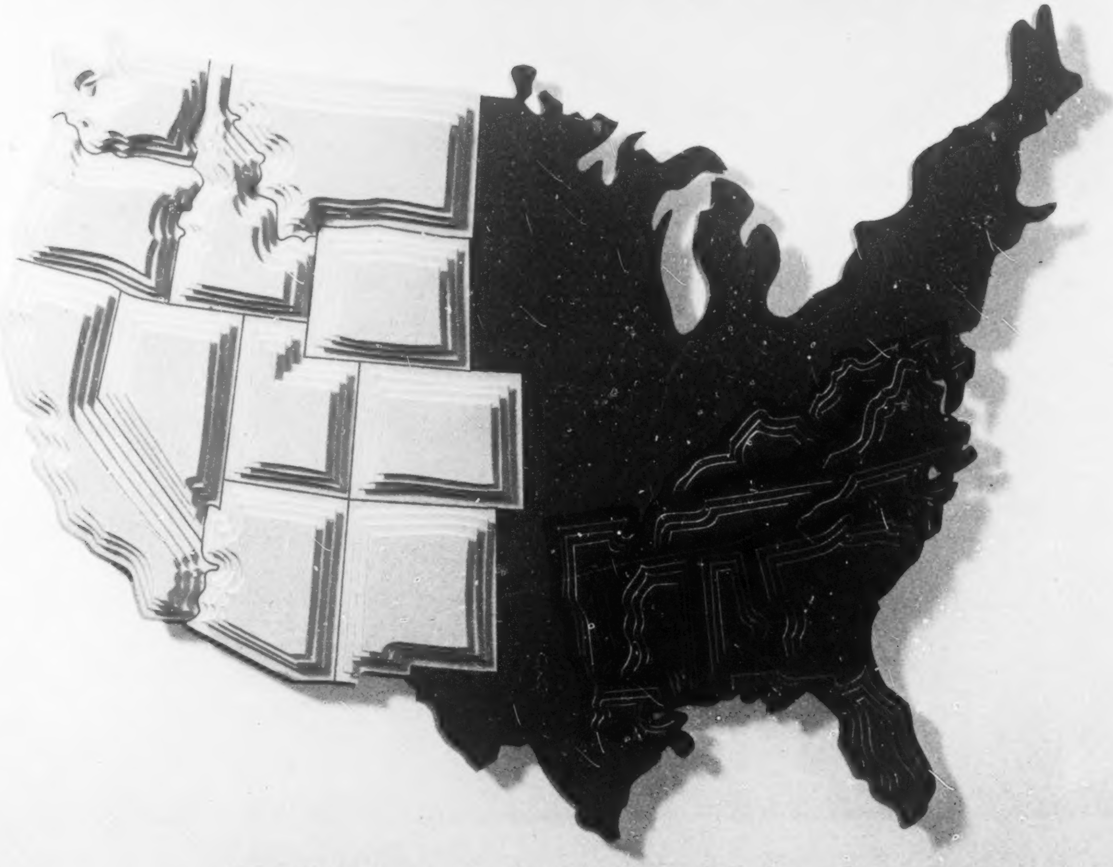
Training: It Doesn't Have To Be Hit Or Miss

MR. ED KIANKA
CONGRESSIONAL INFORMATION SVC
4520 EAST WEST HIGHWAY
BETHESDA, MD 20814

NATIONALREGIONALITY



Zellerbach Delivers Value!

There is one distribution group in the industry that has been delivering value to its customers and to its vendors for over one hundred and fifteen years. A distribution group that has consistently, consecutively and profitably delivered the best products and services to market. It is the Zellerbach Paper Group, the one distribution network with **nationalregionality**—the service orientation and responsiveness of a regional distributor backed by the resources and strength of a national organization.

The Zellerbach Paper Group is three fine distribution companies—Southern Paper Company, Virginia Paper Company and Zellerbach Paper Company—and it is two separate businesses—a printing paper merchant and an industrial distributor. It is 3000 distribution specialists delivering value to printing paper and industrial customers from coast to coast.

Three companies...two businesses... one national organization. If you are looking for profitability and growth through added value delivered at market, there is one distribution group that offers you **nationalregionality** and a 115 year proven track record.

Zellerbach
PAPER GROUP

PRINTING PAPER BUSINESS UNIT

VIRGINIA PAPER COMPANY
—Fine Papers
—Weaver Paper Company

SOUTHERN PAPER COMPANY
ZELLERBACH PAPER COMPANY

INDUSTRIAL BUSINESS UNIT

ZELLERBACH PAPER COMPANY
AGRICULTURAL SALES GROUP
ZELLPACK PACKAGING GROUP

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Selling has truly become a profession. Training the sales professional requires more effort than in the past.

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All merchants agree that personnel at all levels require training. The question is: Who has the training responsibility?

22 **From Breakthrough to Training Tool**
Video tape programming has come to the forefront of training. Most merchants now use some form of audio-visuals in training. Video training is fast becoming the leading technology.

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Cover Photo: Richard Chesnut

BOISE CASCADE TO BUILD PLANT FOR RESEARCH AND DEVELOPMENT

Boise Cascade Corporation recently broke ground for a $6.6 million paper research and development facility in the Swan Island industrial park in Portland, OR.

The two-story, 39,000 square-foot building is scheduled for occupancy this fall and is being built to house Boise's large research staff.

According to K. Peter Norrie, Boise Cascade senior vice president and general manager, the new research facility is a key element in a business strategy to focus on new product development in support of the company's sales and marketing efforts and provide technical support to its pulp and paper mills.

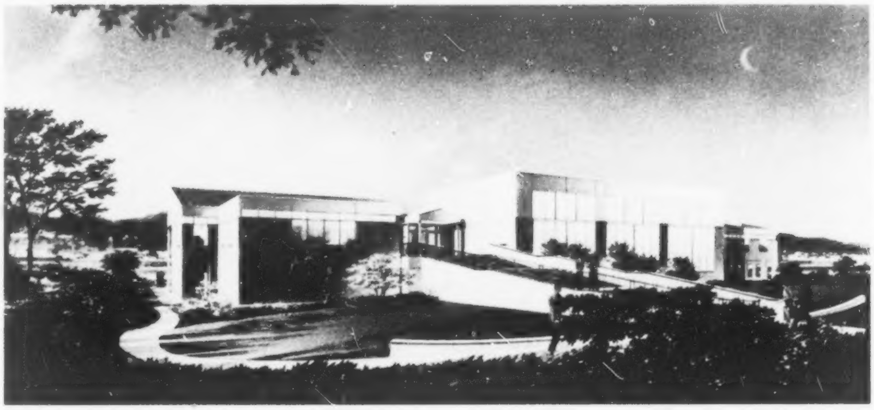
NPTA WELCOMES NEW MEMBERS

John J. Buckley, Jr., president of the National Paper Trade Association, welcomed two companies to the ranks of Association membership. EMSCO Industries of Sioux Falls, SD and Ingram Paper Company of Commerce, CA are the Association's newest members.

EMSCO Industries is an industrial paper house that was established in 1975 and operates a 35,000 square foot warehouse. The company's executives are: Walt Marzinke, president; John Ewing, vice president and treasurer; and Bob Nitxchke, vice president.

The Ingram Paper Company is a dual distributor that has been in operation since 1923 and uses 120,000 square feet of warehouse space. The company operates two branches in Santa Barbara, CA and Phoenix, AZ and employs 300 people. The company's executives are: Donald C. Ingram, president; John C. Ingram, vice president; Ken W. Anderson, vice president and controller.

"We are very happy to have these fine companies as members of the Association," Buckley said. "They will now be able to take advantage of the many great Association services that are available to members only. The strength of NPTA comes from companies like EMSCO and Ingram and the NPTA board and staff welcomes them."



PAPER CORP. OF AMERICA TO ADD UNIJAX TO FAMILY

Although it is subject to final approval, IU International has agreed in principle to sell its Unijax paper distribution division to the Alco Standard Corporation and the company will become part of its Paper Corporation of America family. The assets and operations of Unijax will be sold to Alco for an undisclosed amount of cash.

Unijax, headquartered in Jacksonville, FL, has annual revenues of approximately $340 million. The company distributes industrial and fine papers in 19 southeastern states through a network of 38 office and warehouse distribution centers. Unijax is one of the largest distributors of paper and paper products in the Southeast, an area where The Paper Corporation currently has few operations.

Ray B. Mundt, Alco's chairman and chief executive officer stated, "The addition of Unijax to Alco's largest segment, paper and office products, will significantly increase this segment's contribution to Alco's total revenues and operating income."

Richard C. Gozon, a vice president of Alco and president of Alco Paper and Office Products commented, "Unijax fills the void in our national distribution network, and is the culmination of our strategic plan to have a major presence in the Southeast."

Alco Standard Corporation, headquartered in Valley Forge, PA, is a diversified corporation with operations in distribution and manufacturing. For the fiscal year ended September 30, 1985, its revenues were $3.8 billion.

NPTA RELEASES ORIENTATION VIDEO TAPE

NPTA's Education and Training Department has just released a 15 minute video tape introduction of its highly successful two-week Management Development Program.

Filmed on Miami University campus, Oxford, OH, two of the program's professors speak about the first week's syllabus—strategic marketing and planning, profit and financial considerations and trends in the paper industry. Two other professors address the second week's program—managing self and others, developing employees, communications and building a productive team.

The orientation tape gives an excellent introduction to the scope and objectives of NPTA's Management Development Program. Viewers will also learn what skills participants will be able to use as a result of their attendance.

To preview this two-week NPTA program first hand, call or write Bruce Linden, director of education and training. A ½" VHS video tape will be sent to you free of charge for a five day loan.

WHY SELL LESS THAN THE BEST?

AFV. Top Quality Envelopes. Top Quality Service. For Nearly Three-Quarters Of A Century.

You want to offer your customers the best envelopes available. That means AFV.

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CHAIRMAN'S CORNER

Today's Tools for Tomorrow's Performance

Those of you who have been reading this corner know my comments have focused on education, training and how we help our people develop. It is particularly pleasing to have this issue of NPTA *Management News* specifically addressing the subject of training.

There have been many great examples of effective training programs within our industry. Many of them are in effect today: some of them internal to member companies, some provided by NPTA; and others available from a variety of sources, including at times, a few outstanding suppliers to our industry. I encourage you to make use of the training programs you judge to be beneficial to your people. And I suggest you ask a few questions of yourself.

Are you aware of the training programs being offered by NPTA? Does your company participate in any of these programs? Do you have specific thoughts about other training programs you would like NPTA to offer? If so, will you convey your thoughts to Bruce Linden, director of education and training at NPTA? Do you value good training programs when offered by your suppliers? If so, do you let them know? And perhaps of greatest importance, do you regularly communicate to others within your company your thoughts on training and its value to you and them? Education and training are today's tools for tomorrow's performance. Train—then gain.

R W Abrams

Richard W. Abrams
NPTA Chairman

PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Mo.
1	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	9
2	Harvest the Fruits of Paper Selection (Marketing Tool). *NPTA.* $.50 each	1
3	Practical Handbook of Distribution/Customer Service. *Blanding.* $40	6
4	Implementing Successful Paper Merchant Programs. Video Tape and Guide. *NPTA.* $65	10
5	Introduction to Wholesale Distribution. *Danenburg/Moncrief/Taylor.* $35	—
6	NPTA Vacation Schedules (Planning Folders). *NPTA.* $.40 each	8
7	Growth Strategies in Paper Distribution. *NPTA.* $40	7
8	Industrial Paper Merchant Sales Compensation. *NPTA.* $40	5
9	Merchandising to Maximize Your Margins. *VanDeMark.* $25	4
10	Measuring Customer and Product Line Profitability. *Mullins.* $35	2

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

INDUSTRY NEWS CONT.

LOOK FOR MAY MN'S PRE-CONVENTION SPECIAL ISSUE

Next month, *NPTA Management News* magazine will provide all of the necessary materials to register for the 1986 Convention and Exposition to be held in Boston, MA, September 13–16.

The Convention this year coincides with the Boston Paper Trade Association's 100th anniversary. Many meetings, seminars and special events are planned.

Look for all the details, and registration materials, in the May issue of *MN.*

ACME PAPER & SUPPLY COMPLETES EXPANSION

Acme Paper recently completed expansion of its headquarters in the Baltimore-Washington Industrial Park that nearly doubled the size of its facilities. The addition of 35,000 square feet of warehouse-office space brought their total to 80,000.

"Because we can now stock more products and in larger quantities," said Acme president Edward Attman, "we can offer added inventory and quicker deliveries on many items."

The company marked the "grand opening" of its new facility in late March with a celebration that also marked its 40th anniversary.

MARFRED'S NEW 'MINI MILL' OPENS

Marfred Industries, a merchant and converter headquartered in Sun Valley, CA, has completed a new $7 million facility to house its corrugated container division. The 105,000 square foot operation is being referred to as a "mini mill," because within its walls are the newest and most exciting equipment in use today, the company stated.

(continued on page 8)

James River Groveton Division

Business and Computer Papers

Pro-Tech™ Computer Papers:

Brand:	*Available:*
Ink Jet Paper	Cut Sheets & Fanfold
Thermal Transfer Paper	Cut Sheets & Fanfold
Pen Plotter Paper	Cut Sheets
Laser Bond Paper	Cut Sheets
25% Cotton Printer Paper	Fanfold
25% Cotton Multipurpose Paper	Cut Sheets
Printer Bond Paper	Fanfold

Business Papers & Envelopes:

Brand:	*Available:*	
Word Pro Dual Purpose (Xerographic/Offset)	White	Cut Sheets
Word Pro Copier Rolls	White	Rolls
Blue Ribbon Bond	White	Cut Sheets
Blue Ribbon Dual Purpose (Xerographic/Offset)	Colors (12)	Cut Sheets
Blue Ribbon Duplicator LTT	White & Colors (6)	Cut Sheets
Blue Ribbon Mimeograph	White & Colors (6)	Cut Sheets
Blue Ribbon Offset	White	Cut Sheets
Blue Ribbon Envelopes	Colors (12)	No. 10 Commercial
Dello Offset	White	Cut Sheets
Triad Dual Purpose (Xerographic/Offset)	White	Cut Sheets
Triad Copier Rolls	White	Rolls
Triad Bond	White	Cut Sheets
Triad Duplicator LTT	White	Cut Sheets
Triad Mimeograph	White & Colors (10)	Cut Sheets

As long as the need for paper is great, the need for great paper will be met here. The James River Groveton Division.

JAMES RIVER CORPORATION
GROVETON DIVISION, GROVETON, NH 03582
603-636-1154

This plant is geared for high production, fully conveyorized and automated, and can produce in excess of 50 orders per shift. Its new martan midline and cutline flexo-folders can produce boxes at speeds of 20M per hour with change-over speeds that are unimaginable.

"Long mill runs or short sheet plant orders make no difference, the mini mill can handle all from the smallest to the largest sizes. In fact, the cutline is one of the largest, fully-automated machines on the west coast," says vice president of manufacturing, Barry Ridel, "with speeds that can outrun most mill flexo's"

HEWLETT-PACKARD TO SELL PART OF ITS DISTRIBUTION SOFTWARE BUSINESS

Hewlett Packard Company said that it has agreed to sell certain assets of its Information Resources Operation (IRO), a distribution software entity, to Distribution Resources Corporation of Denver, CO.

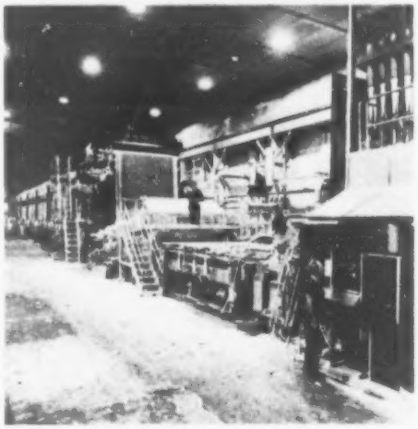
Under the agreement, HP will sell its HP SFD, HP OM/3000 and HP INVISION software. All run on the HP 3000 business-computer system.

HP formed IRO in October, 1981 after purchasing Information Resources, Ltd. of Englewood, CO. IRO has been part of HP's Office System's Division within its Information Systems Group.

HAMMERMILL CREATES NEW SALES REGION

Hammermill Papers Group, a division of Hammermill Paper Company, has announced the formation of a Southwest Sales Region, effective March 1, 1986. The move is being made to better serve the customers in the growing markets of the southwest.

Richard W. Wilen, the new area's sales manager, will have responsibility for Hammermill's sales efforts in Texas, Oklahoma, New Mexico, Arkansas, Louisiana and Western Tennessee. The company hopes that its $255 million investment in a paper machine at its Riverdale plant in Alabama (due for startup early in 1987) and the expansion of its Dallas office will enable Hammermill to serve customers in this burgeoning market more efficiently and effectively.



In a related item, the company has recently completed a $23 million improvement program, which they hope will generate the additional capacity required to meet an increase in demand for their line of commercial printing papers. In addition to increasing production in a cost-effective manner, the new equipment should maintain and enhance the company's product quality.

"Our...new paper machines are up and running, and are already providing us with the productivity and quality improvements we had anticipated at the outset," said Robert F. Meyer, president of the Hammermill Papers Group.

The "brain" of the new paper machines consists of three electronically interfacing, computer-based control systems. Meyer commented on the control system, saying, "...the electronic scanners on this completely computerized equipment help control variables so we can produce printing papers that are closer to specified quality standards than ever before."

EVENTS

APRIL

7–11. *Printech Week. Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

28–May 2. *NPTA Committee Week. Four Seasons Olympic Hotel, Seattle, WA. Contact NPTA.*

MAY

5–9. *Paper Distribution Management Development Program. Miami University, Oxford, OH. Contact NPTA.*

20. *Managing Customer and Product Line Profitability—A Key To Survival and Growth in the 80s. Minneapolis, MN. Contact NPTA.*

31. *New York Paper Merchants Association's Annual Installation Dinner, Grand Hyatt Hotel, New York, NY. Contact NYPMA.*

JUNE

4. *Productive Opportunities for Paper Merchants. Chicago, IL. Contact NPTA.*

AUGUST

21–23. *Quick Print Expo sponsored by the National Association of Quick Printers, Hyatt Regency Hotel, Chicago, IL. Contact Philip Battaglia, Quick Print Expo Manager.*

MID-SIZE COMPANIES ARE TARGETS FOR ACQUISITION

Private companies with annual revenues of $1–50 million are emerging as the most desirable acquisition candidates of both corporate and private buyers. According to acquisition search specialist David M. Smith, vice president operations for Geneva Business Services of Costa Mesa, CA, "We are seeing unprecedented buyer interest in acquiring mid-size service, distribution and manufacturing businesses in all areas of the United States."

Geneva reports that there are 775,000 privately-held, American businesses in the $1–50 million range and most are profitable with good growth potential.

"Sophisticated buyers are especially interested in service businesses because they now understand that most are not asset-intensive," said Smith. Service businesses have strong receivables which can be borrowed against up to 80%, and that is very attractive, he noted.

PEOPLE IN THE NEWS

Victor A. Baker has been named corporate controller for the Garrett-Buchanan Company. **Philip L. Knab** has been appointed division manager of the Columbia division of Garrett-Buchanan.

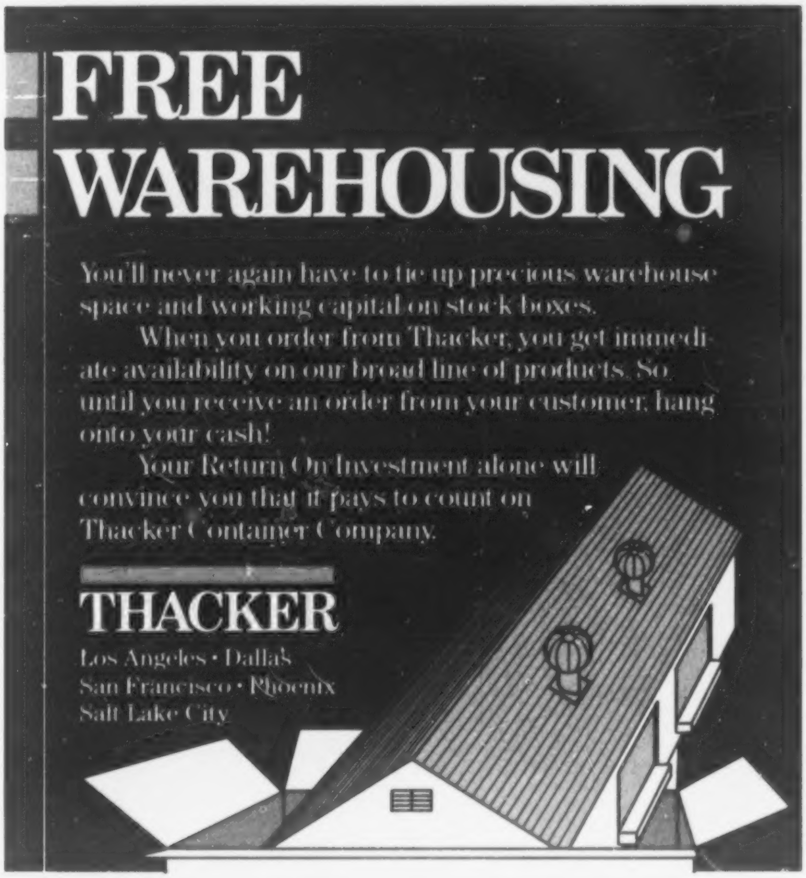
Neill S. Brown, former president of General Paper Company, died January 24, in Pinehurst, NC.

F. Joseph (Bud) Newberry has been named operations manager of Chicago Paper, a subsidiary of Leslie Paper.

Jeffrey Friedberg, vice president and director of purchasing of the Willmann Paper Company, Inc, has also been appointed director of operations.

Richard W. Kniep has been appointed executive vice president of Shaughnessy-Kniep-Hawe Paper Co. **Keith R. Kirchoff** has been named secretary and assistant treasurer of Shaughnessy-Kniep-Hawe. **Norman Caringer, Neil McBride** and **Ron Morgan** have been appointed vice presidents of sales of the company.

David Jackson has been named corporate director of marketing and sales of Marfred Industries. **Sam Giesy** has been appointed sales manager of Marfred South. **John Steele** has been named sales manager of Marfred North. **Jeff Gipe** has been appointed assistant sales manager of Marfred Corrugated Container Division. **Lee Garson** has been named vice president of marketing for Marfred Folding Carton/Flexible Packaging Division.



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Contact: NPTA Management News
111 Great Neck Road
Great Neck, N.Y. 11021
516-829-3070

SELLING COSTS VARY WIDELY AROUND U.S.

Each year, for the past 14 the cost of making a sales call has been tracked, analyzed, and reported in the "Survey of Selling Costs" (SSC) by *Sales and Marketing Management* magazine. And to no one's surprise, 1985 costs jumped 28.9% to an average of $131.40 per call. It was only a year ago that the cost-per-call broke the $100 mark.

These national figures do not tell the whole story, though. Costs vary widely around the country, so much so, that what costs a dollar in New York may only be 46 cents in Dayton. *Where* a company is located plays an important role in projecting sales costs.

With the average cost nationally being given a score or index of 100, it becomes easier to rank-order the most expensive cities to the least. In order to determine the index for each city (86 cities were surveyed), a number of cost centers were added together that included daily lodging and three meals. Also calculated were the costs of two drinks, taxi from airport to downtown and per diem auto rentals. The indexes for each city in the United States run from a low of 74 (Dayton, OH) to a high of 161 (New York City).

The following list shows the most expensive cities and the least.

1985 METRO SELLING COSTS

	Rank	City/State	Index
Most Expensive	1	New York, NY	161
	2	San Francisco, CA	156
	3	Chicago, IL	146
	4	Washington, DC	145
	5	Los Angeles, CA	137
	6	Boston, MA	132
	7	Atlanta, GA	131
	8	Honolulu, HI	122
	9	Miami, FL	120
	10	New Orleans, LA	119
Least Expensive	77	Cleveland, OH Columbus, OH	88
	78	Nashville, TN Springfield, MA	87
	79	Grand Rapids, MI Buffalo, NY	86
	80	Albuquerque, NM Akron, OH	85
	81	Tulsa, OK Indianapolis, IN Sacramento, CA Louisville, KY New Bedford, MA	83
	82	Little Rock, AR Memphis, TN Witchita, KS	82
	83	Des Moines, IA Riverside, CA	81
	84	Omaha, NE	78
	85	Springfield, IL Canton, OH	77
	86	Dayton, OH	74

Index: 100 = national average. An index of 110 means that the city's cost is 10% above the national average.
Source: Sales and Marketing Management, 1986

Joseph Loredo has been elected president of Andlinger & Company, Inc.

Mark R. Manske has been named market development manager of Gilbert Paper, a Mead Company.

Bernadette M. Quist has been named district manager of The Strathmore Paper Company's Printing Paper Sales Organization, serving the Midwest/Central territory.

John L. Tucker has become the vice president, Information Services for Appleton Papers, Inc.

Keith A. Hunsaker has been appointed vice president and general manager of Crown Zellerbach's Service Products East Business Unit, succeeding George Shally who retired.

Daniel E. Conway has been named vice president and general manager of KVP Service Products Division.

Donald C. Smith has been appointed to the new position of northeast regional sales manager—service products division for the Fonda Group, Inc. **Anne T. Farley** has been named regional sales manager—consumer for the northeast region for Fonda. **Rober Paul Garnet** has been appointed to the new position of western regional sales manager—service products division of Fonda. **Robert E. Callaway** has been named general manager of consumer sales for Fonda. **Joseph A. Marcelynas** has been promoted to the position of general manager of marketing for The Fonda Group, Inc.

Joseph W. Weldon has been elected to the newly created position of executive vice president of MACtac U.S. Operations.

John H. Hildenbiddle, III, has been appointed vice president—communications of Champion International.

John L. Tucker has been appointed to the newly created position of vice president of information services at Appleton.

J.Hans Stausboll has been named Mead Pulp Sales, Inc.'s new president following the retirement of **Fred G. Robertson.**

Ralph E. Balogh has been appointed vice president, international sales.

T. Marshall Hahn, Jr., chairman and CEO of Georgia-Pacific Corp., has been appointed to the President's Export Council.

PRINTING PAPER

QUICK PRINT MARKETING OPPORTUNITY

Quick Print Expo '86 may be a good marketing opportunity for printing paper distributors and manufacturers. The fast growing exposition is sponsored by the National Association of Quick Printers and attracts quick printers and smaller-but-growing printers. Many of these printers have indicated a desire to view paper and paper products and establish contact with suppliers and manufacturers. For more information, contact Philip Battaglia, Quick Print Expo Manager, Box 1258, Clifton, NJ 07012.

SYNTHETIC PAPER CHOSEN BY NATIONAL GEOGRAPHIC FOR ITS PERMANENCE

Kimberly - Clark Corporation's "Kimdura" was selected by the National Geographic Society for its special publication "Liberty: The Statue and the American Dream." The book, according to a report in *Printing News*, commemorates the statue's centennial celebration this year. The proceeds from the book will go to the Liberty-Ellis Island Foundation, Inc. to help support the restoration.

The edition will be leather bound, 304-pages and contain 250 rare illustrations. To insure the volume's permanence and durability, National Geographic selected Kimberly-Clark's Kimdura Synthetic paper. Robert L. Breeden, vice president of the society and director of the book project said "we wanted to create a deluxe edition that could be handed down from one generation to the next." With that in mind they selected Kimdura because it resists tearing, humidity, spills, fading, grease and repetitive handling—conditions that would eventually destroy ordinary paper.

PRINTING INDUSTRY ORDER BACKLOG COMPARISONS

	1985				1986	Record§
INDUSTRY GROUP	JAN. 1	APRIL 1	JULY 1	OCT. 1	JAN. 1	High
All Groups*	16.4	13.1	14.8	14.9	15.8	18.0
Sheetfed	14.1	11.6	12.4	13.5	12.5	17.3
Heatset Web	31.4	25.2	23.9	21.0	29.2	35.0
Nonheatset Web	18.7	12.3	17.2	21.7	20.5	22.8
Business Forms'	15.9	9.6	10.6	9.7	9.6	19.9
Quick Printers	5.4	2.6	4.7	5.2	3.9	5.4

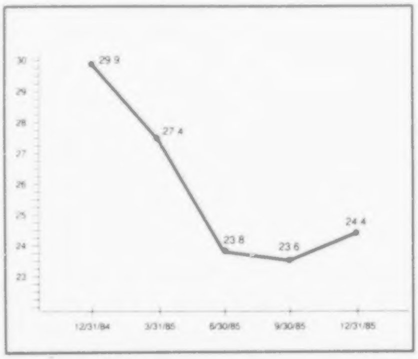
Notes:
§Highest reported backlog 1980 through 4th Quarter 1985, inclusive
*Excluding Quick Printers
'Data for companies that produce business forms as a secondary (not primary) product.
Source: National Association of Printers and Lithographers

According to Donald Crump, the books editor, Kimdura was chosen for its beauty and consistency. Also because it is extremely smooth and moisture-proof.

Kimberly-Clark is offering free copies of the Statue of Liberty book (while supplies last) to those submitting two copies of any creation printed on Kimdura between November 1, 1985 and July 4, 1986. Copies, along with name, company name, address, phone number, quantity printed and date of production should be sent to Dan Jones, Liberty Book, Kimberly-Clark, 1400 Holcomb Bridge Road, Roswell, GA.

PAPER INVENTORIES AT PRINTERS REBOUNDED LATE 1985

The year 1985 started out with fairly high on-hand paper inventories at printing shops—a legacy of 1984. But, as the economy changed, printer inventories of paper, measured in days on-hand, fell. The last quarter of 1985, reports that National Association of Printers and Lithographers in their *Quarterly Printing Industry Business Indicator Report*, saw an increase of paper inventory levels for the first time all year. "This reverses four consecutive quarters of inventory reduction and reflects both the increased amount of work available during the fourth quarter of 1985 (and expected to be available in the first quarter of 1986) and concern that paper prices are expected to increase early in 1986"



PRINTING PAPER SALES COMPENSATION SURVEY LAUNCHED BY NPTA

In an effort to understand how printing paper sales personnel are compensated, the National Paper Trade Association has launched a compensation study of all member firms. Survey forms have been mailed and the results of this work will be available in time for the Association's Annual Convention in September.

All paper merchant members (printing and dual) are encouraged to participate in the survey. "The larger the database, the more accurate and effective the results will be for printing paper distributors," said William H. Frohlich, secretary of the NPTA Printing Paper Division. "We expect to have responses from at least half of the membership which will give us a good reading on the industry."

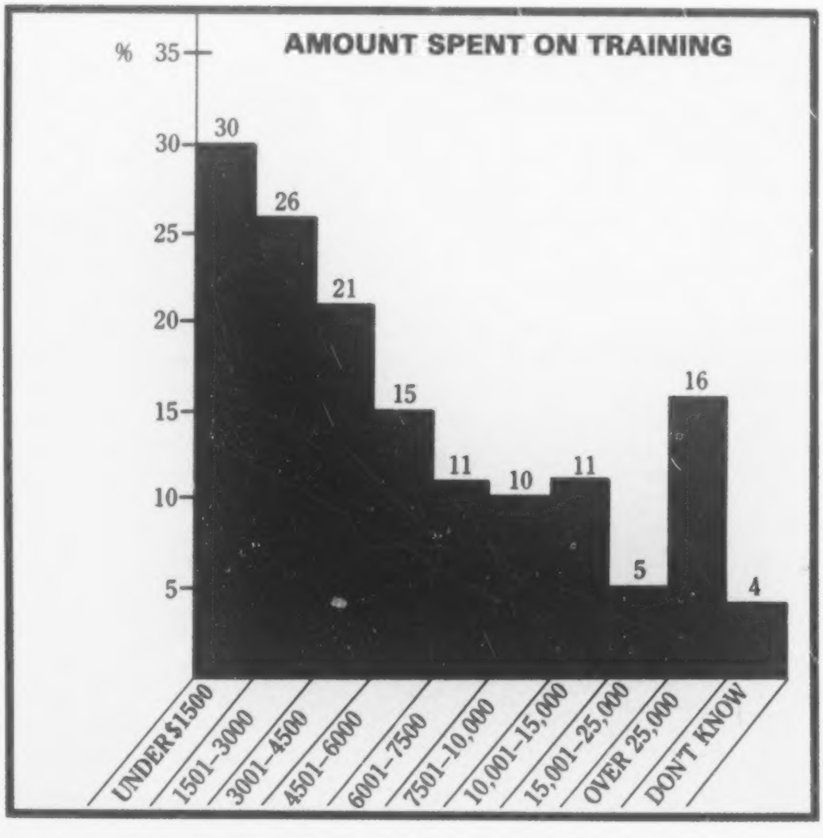
Those interested in participating who may not have received a survey form should contact William H. Frohlich at 516-829-3070.

On-Target Training

The key to operating a succcessful distributorship in the years ahead will differ drastically from the past. Strategic planning, marketing, inventory management, human resource development and new technologies such as computerization will become commonplace for all merchants.

The changes will require new technical, managerial and marketing skills. The end result will be a more market-oriented and efficient distribution system.

A paper merchant's ultimate competitive business weapon is his people. As merchant operations begin to adapt to the changes brought about by a more challenging and demanding market place and the complexities of new technologies, training and development must become an integral part of the business. For the progressive merchant, the goal today is the development of a strategic, long-range plan for training. A recent report in *The Wall Street Journal* serves to illustrate: "Scott Paper Company has cut some budgets, but its training staff remains unscathed."



Michael Ibison, president of Ibison, Pittard and Associates, and long-time consultant for NPTA reflects on the value of training one's employees: "The purpose of employee training is to enhance the inherent skills and aptitudes they bring to the job. Performance, in the absence of sound training programs, will always be limited to whatever inherent ability the employee has." Ibison continues, "A company investing in training has to be prepared to manage the concepts presented in the training program. The value of training is a great opportunity to increase the return on the investment a company makes in an employee."

A 1984 Gallup study indicates that 88% of all working Americans feel that it is personally important to them to work hard and do their best on the job, regardless of pay. The study suggests, further, that "there are large reservoirs of potential upon which management can draw to improve performance and increase productivity." Indeed, confirming research from James J. Cribbin in his book, *Leadership—Strategies for Organizational Effectiveness*, argues that the average employee (from top management down to operations personnel) is underutilized—some 90% of their potential is not realized.

Rules to Enhance Success in Training

To insure that the paper merchant has wisely invested his dollars in training, there are four equally essential rules that must be considered. A recent phone interview with more than 70 merchants identified these as:

- make sure there is a real need for the program
- insure that training is relevant and effective
- focus on specific applications
- integrate training into the organization

These same merchants unanimously agreed that top management must understand the firm's specific problems and concerns, and have an in-depth knowledge, not only of the dynamics of the organization, but of customers, suppliers and the industry as a whole.

An NPTA Training and Development Needs Survey

In January 1986, the Education and Training Department sent a comprehensive training survey to 557 company presidents. 149 completed the survey—representing a 27% response rate. What follows here and throughout this issue of *Management News* are the results of this special survey.

The questionnaire was constructed to explore the following areas:

1. A general view of NPTA member presidents' opinions on education and training
2. The importance of various skills and abilities to effective performance as a manager and supervisor
3. Commitment levels and approaches currently employed in employee training and development
4. Programs being used by paper merchants.

The survey asked merchants to focus on a series of topics which help to position the importance of training and development to several other areas typically viewed as "problem" areas to organizations. Using a 5-point scale (1 = not a problem; 5 = major problem), training and development related items rated in the range of 2.51, suggesting that these were close to a moderate problem. Of those areas presenting the merchant with the greatest problem in order of importance were:

- Developing and/or recruiting middle management people
- Training of supervisory personnel
- Keeping the organization goal-oriented
- Identifying significant new areas of business growth
- Training management personnel

The survey also revealed that most company presidents agreed that:

- Our management believes that ongoing training and educational programs increase productivity and employee growth
- Executives and managers decide who should attend programs
- Financial support provided by our company for education and training is adequate.

Two questions receiving the lowest points illustrate the significance wholesale paper distributors place on management's role in this vital area for personal growth:

- Training and education should be limited to executives.
- Training and education is the responsibility of the individual, not the company.

The third question asked merchants to identify the amount (range) of their firm's annual expenditures for education and training for all employees. Of the 149 responses, the breakdown appears left.

Respondents were asked how important four specific objectives were to them as they relate to skill and professional development. Ranging from 1 = not important to 4 = somewhat important to 7 = very important, the results are worth noting.

- 5.476 Increasing general understanding of company and industry functions
- 5.604 Upgrading functional skills for promotion
- 5.614 Initiating new employees into the company
- 6.013 Building functional skills for current job

More information on the results of the NPTA Training Survey will be discussed throughout this series of articles.

People Investing—Money in the Bank

William Ochsner, president of National Paper Company and chairman of the NPTA Education and Training Committee reflects on the NPTA and Gallup studies as these relate to the future and the evolution of paper distribution in the next decade: "A sound investment in training at all levels enables a wise distributor to tap this reservoir and provide the employee with an opportunity to achieve a new level of performance. The key: to identify and effect changes in employee performance that would favorably affect overall organizational performance. As I see it, the results to our industry (to each and every merchant) is increased revenue and decreased costs; at the same time, increased certainty of payback (both from new business plans and from the training itself) as well as a shortened payback period."

Training Opportunities

Responding to wholesale distribution's need for growth in his book *Branching and Market Coverage*, Denis Healy states: "Today, customers and suppliers are demanding that the distributor offer services on everything from technical and applications assistance and advice on inventory management techniques, to marketing programs and merchandising tools. Improving productivity and customer service levels are the major challenges facing the wholesaler-distributor. Although the demand for such services presents many opportunities, there is also an abundance of new challenges to be met. These involve devising new ways to render services in a cost-effective manner, identifying market segments and responding to their unique requirements, and recruiting and retaining motivated, skilled personnel—

to name a few. To remain vital, the distributor of the 1980's must be an effective provider of marketing and technical services, committed to adding value to the products distributed."

To accomplish such goals requires internal efficiency in all aspects of the business—from accounting to warehousing, delivery to telephone reception. Dramatic increases in productivity are essential to the survival of the paper merchant. Without exception, unless the merchant and all his employees are adequately trained to meet these challenges, it is highly unlikely the firm will be able to grow and prosper, let alone survive into the next decade.

A Close Look at a Merchant Operation

There is no one way for a distributorship to embark on a program that will prepare for the challenges that lie ahead. Based on the company's own concept of growth, the development program will differ. Each may approach the marketplace differently based on its own specific needs and problems. This will, in turn, help define its goals and objectives.

Drake C. Rittenhouse of Gascon Paper, Cleveland, OH has responded to the many complex challenges a merchant faces through training.

"Training is easy to do, but very hard to evaluate, except when someone comes into your office and tells you a success story in which a light goes on in the middle of a sale and the salesperson starts using the techniques given to him in sales training. But how will you evaluate its efficacy in the long term. We can look at the black and white of dollars and cents and increased sales, and that's obvious. But, perhaps, more attention should go to the attitude, the strength and the conviction a salesperson uses to approach an account with, so that the account will feel that they are doing business with a professional.

"These factors are invisible and harder to evaluate, unless you are involved with your sales people, out on the street with your sales people and watching as their sales customers react and involve themselves with this individual, not for the first time, but perhaps for the second or third.

"At this level, we can achieve what we all are looking for in the selling game, and that is a working relationship with a customer. Time and management training can give you the ability to be more effective with the time you use to sell. Neither, by themselves, has enough importance for anyone to feel that it is essential to use. But, as a combination, the result is a system upon which we may grow. In the selling and the training comes a higher dollar, per minute, per hour, per day, per week yield that you won't find by just handing someone a book and saying, 'you are the salesman, go out and sell.'

"The commitment to training has to be complete. A 'here's the program,' attitude will not work. Training has to become a part of each saleperson's day. This might be difficult to achieve, because you can not put yourself in someone's pocket and remind them to use the programs out in the real world. Training has to be sold and resold until it becomes a part of the sales staff's everday tools.

"In modern day society where the computer reigns and specialties are commodities, the days of making a sale because the buyer is your buddy are almost gone. Relationships can be formed, but the bottom line is more important to all of us—users, distributors and manufacturers.

"Computers can be made to work for sales people. The average salesperson receives a barrage of paperwork every week and ignores it. The smart salesperson who will use the information available to selectively sell where he can make his money and in turn, grow, is becoming more important. With that in mind, we are planning to teach our people how to work 'smart' by using time management, listening skills and whatever else we feel is necessary to be effective in the days to come.

"We, the innovators in the trade, are trying to sell the use of the computer to our sales people by making the language easier for them to work with. We are attempting to achieve a method of making the negative stand out and make the positive passive. But in training it is important to make sure the positive happens.

"The 'that's what you get paid for' attitude of the sales people is not working anymore. We must teach our people esteem, respect and pride in their work. The monetary returns will increase for the individual and the company.

"Once again, any management can tell their people about a product line, but the methods sales people can use to motivate movement of the product comes from the depths of training and education. Telling a salesman how to do it is not effective, because after he walks out of the building, he'll do as he darn well pleases. Effective training educates them to the belief that you care, that you want, and coincidentally, give them what is necessary for them to be successful."

Reserve
JUNE 4, 1986 in Chicago, Illinois
for

D. Bruce Merrifield's

Productive Opportunities for Paper Merchants

- Company CEO's
- Financial/Marketing/Sales Managers

For you, a program to help you dramatically increase the profitability and managerial quality of your firm.

In one day, D. Bruce Merrifield, noted expert and consultant in marketing, operations management and compensation will provide you with the opportunity to productively:

- improve your return on investment and the cash flow of your business
- gain better marketing implementation results
- improve customer service levels
- increase personnel motivation
- emphasize profitability customer relationships

Basic Objective Underlying the Seminar

The specific applications and techniques that are covered in this seminar will help the paper distributor to free-up extra time to think and plan. This seminar will help him improve cash flow to finance any significant re-directions or growth the company would like to take. By increasing the discipline of the organization and improving the confidence of the management team, further growth opportunities will be assured.

Other Merchants Give Productive Opportunities Seminar High Marks

"Bruce has the background, expertise and ability to explain vital, complex techniques that will greatly increase our productivity and profitability in the years ahead."

—John Rountree,
President,
Carr Paper Co.

"He provides concepts that can enable the small "mom-pop" type of operation to be competitive in today's high corporate economy."

— Clifford Barnett,
Vice President Sales
and Purchasing
Sidco Paper Company

"Bruce's knowledge of finances as they relate to the paper merchant is excellent! Obviously, his years in a variety of distribution functions has proven beneficial. I can now better analyze formulas given to determine the extent of profitable/non-profitable operations."

—Greg Drolet,
Business Unit
Manager,
Zellerbach Paper Co.

"Merrifield provided me with tremendous tools to minimize non-productive investments and to maximize my firm's profitability."

—Alan Bernstein,
Inventory Manager,
Zellerbach Paper Co.

"This outstanding, concise presentation has identified an effective method for implementing a small order policy, provided a unique perspective for re-thinking inventory objectives and has identified a highly effective commission policy. Implementing Merrifield's ideas will have a long-term positive effect on our company's performance."

—Steve Fricke,
President,
Taverner & Fricke

The seminar deals with specific applications and their direct benefit to a paper merchant.

1. By minimizing two types of inventory cash-traps, the merchant will be able to permanently reduce total investment in inventory by 20%-30% without reducing service levels.
2. By minimizing four out of five types of past-due receivables, the merchant can reduce his total investment in receivables by 10%-15% and still not drive away customers.
3. By controlling three out of four types of money-losing small orders, lower operating expenses can be achieved.
4. By creating a "zero error program," total operating expenses can be lowered significantly, customer goodwill will rise due to better service performance and employee morale will benefit because of a "winning team" atmosphere.
5. By improving purchasing and sales negotiation abilities, the merchant will be able to improve his return on investment for an unchanged base of business. This will enable him to buy more effectively from the same suppliers and sell more effectively to the same customers.
6. By compensating key "tiger" employees, the merchant will be able to get 200% output from these employees for only 130% of the going cost —a 70% increase in productivity results.
7. The development of a "10X10" selling strategy can increase profits most quickly. Additional gross profit that goes directly to the bottom line can be generated. Target business, which is the easiest, fastest and most profitable to get, will be identified.
8. By pin-pointing three account penetration tactics, the merchant will be capable of maximizing new more profitable volume in the shortest time at the lowest cost.
9. By understanding the product promotion pipelines, the merchant will be able to identify and focus on only the most promising promotional ideas and systematically better package these promotional ideas to get guaranteed new profits.

Registration Information

Dates	Locations	Times
June 4, 1986	Chicago, IL	9:00 am–5:00 pm
October 16, 1986	New York, NY	9:00 am–5:00 pm

Fee	Member	Non-Member
First Participant	$225.	$275.
Second Participant, same Company	$185.	$225.
Third Participant, same Company	$125.	$150.

Registration Card

Education and Training Department
National Paper Trade Association, inc., 111 Great Neck Road, Great Neck, N.Y. 11021
516-829-3070

☐ **Please send me more information on the program content or registration.**

☐ **Yes,** I want to increase the profitability and managerial quality of our operations. Register me for the seminar **Productive Opportunities For Paper Merchants.**

☐ June 4, 1986 ☐ October 16, 1986

1st person Co. City/State

2nd person Co. City/State

3rd person Co. City/State

The Selling Profession Receives a Face-Lift

For the remainder of this decade, and well into the next, wholesale paper distributors will be confronted by enormous changes in methods of marketing and sales. The major reasons for these changes are geographic expansion, growth of individual distributorships, increasing cost of maintaining the field sales force, and the larger potential for productivity improvements from such things as telemarketing and other information systems like computers.

Increasing sales productivity for the years ahead is not as simple as initiating a "state-of-the-art" training program or merely announcing an exciting new sales contest. It means responding to and integrating changes in management and technology into the way the sales force is directed.

To respond to a new competitive selling environment, the wise merchant must "professionalize" each sales person. Century Papers places the highest priority on sales training. "At Century Papers, we consider it essential for our sales professionals to have outstanding selling skills. To meet today's competition, and also build for the future, we are investing heavily in sales training," notes Ben Scott, director of training. "The sole competitive advantage of a merchant's sales force is the knowledge, skills and motivation they possess."

As the distribution of tasks performed by the outside sales force changes, so too does the framework of his training. Field sales as a percentage of the average outside salesperson's time will decrease from 63% in 1985 to 59% by 1990. The outside sales force will perform more marketing functions (e.g. sales promotions, product demonstrations, customer relations), increasing the time allotments to these tasks to 23% by 1990.

A specific area where the outside sales force will witness dramatic changes in functions performed and subsequent training requirements is in the ever-increasing degree of product specialization. Equipped with essential selling skills and product knowledge, specialized sales personnel will be able to develop and penetrate segmented markets. This will require training new personnel, re-training of existing personnel who have the ability to adapt and in many cases, a redesign of the entire sales function.

"As product lines have diversified, customers become more demanding and merchants' market shares shift in a more competitive selling environment, the distributor must look to new ways to capture customers and retain old ones. As today's customers become more demanding, the merchant must move to greater levels of sophistication in marketing and management,"says D. Bruce Merrifield, president of the Merrifield Consulting Group.

Value-Added Selling

As the sales environment changes, paper distributors are witnessing a new dimension in sales and marketing—value-added selling. This is a market principle by which the salesperson sells the total concept of value and not just the price of the goods themselves. The merchant knows that three sources of added value can be addressed:

1. Added value from the manufacturer
2. Added value from the distributor himself
3. Added value from the salesperson himself

One of the secrets to value-added selling is knowing what opportunities are available in each category and how to relate these benefits to the bottom line for the customer.

Today's paper distributors are exploring several exciting areas of value-added selling.

1. *Specification Selling*—the actual specifying of a specific brand, grade, color, texture or basis weight of paper for a particular job. The fine paper salesperson is no longer merely a salesperson, but rather a consultant versed in the products being sold, and the various jobs he can perform.

2. *Contract Selling*—as merchants' sales efforts become more sophisticated, the types of customers they sell to change. And so do their needs and expectations. Part of this future trend is the increasing use of contractual arrangements between the distributor and its customer.

3. *Strategizing for Account Development*—buying decisions are based on how well merchants' account strategies reflect the customers' professional and personal priorities. Strategizing enables a salesperson to identify

the different categories in which needs can be grouped. This helps him to recognize the signals that indicate which needs are present, to take account of these needs on an individual call and in a total account development strategy.

Enter Telemarketing

In a recent study, the Distribution Research and Education Foundation (DREF) of the National Association of Wholesaler-Distributors predicted that by 1990 there will be as many inside sales people as outside.

Telemarketing is different from outside sales. It is a proactive way sales personnel are trained to call on assigned accounts, prospects and customers on a scheduled basis to solicit orders and make sales presentations.

The distributor now needs to place increased emphasis on telephone sales training for the inside sales force and promotional and marketing training for the outside sales force.

The Computer and Beyond

Industry leaders have begun to realize that the technology of distribution is changing as rapidly as the markets they serve. Without a doubt, the computer is becoming the right hand of many sales people as well as managers. The sales professional must be trained to acquire and use information effectively.

John LaRosa, NPTA director of research reflected on the increased need for training. "The increased proliferation of more compact and powerful personal computers will impact on the way sales reps operate. Remote order entry will speed up order processing from the field and allow sales people to access headquarters for information regarding price, availability and product-line depth while at customer locations. In addition to these productivity enhancements, at-home record keeping and forecasting will also enable sales reps to make better use of their valuable time."

More and more, paper distributors have come to realize that the task of filling this never-ending need for new job knowledge and skills has become a significantly important aspect of their overall planning objectives and goals. These points reflect the view of Ed Mazer, president of Standard Paper and Merchandise Company, Inc. "Because of changes in the economics of the distribution business and alternative methods of selling and distributing paper goods during this decade, we're forced to learn new tricks in order to compete effectively. Two of the most outstanding opportunities of finding better ways to run our businesses are: Using the computer to creatively enhance our ability to market our products and manage our assets; and finding innovative methods of controlling sales costs such as the use of telemarketing."

Spotlight on Merchant Training

Two paper merchants have shared their firm's personal training experiences with *MN*. Their specific training needs, goals and objectives differ, and thus, the composition of their programs reflect their companies' overall statements of purpose.

To tie in with this month's survey on education, the views of John Burgess, vice president of planning, Butler Paper, Englewood, CO; and, Dennis Anderson, vice president, Nogg Brothers Paper, Omaha, NE are included here.

John Burgess: Continuity in Training

Our training philosophy can be summed up in one word: continuity. We don't look at training as something that can be accomplished in a four-day session. It is, above all, a continuing process that is a combination of formal training and day-to-day feedback and direction.

Butler Paper offers a number of training courses. We train our beginning sales people in time and territory management, as well as in products, pricing and procedures. We place a heavy emphasis on learning how to listen—how to determine customer needs and satisfy them. Our business is not one where a sales representative can be successful just by taking orders. It requires a lot of creativity and a lot of understanding of customer concerns.

Once the representatives are back in the field, the local general managers spend a lot of time with them. This is the kind of individualized training that can't be accomplished in a group session. Our management team works with the sales people to sharpen their product and industry knowledge, to learn the special needs of their own markets, and to become thoroughly acquainted with their customers' operations. And, of course, they must become familiar with the Butler operations as well, so that they understand the needs of other departments. By understanding credit policies, warehouse scheduling, and sample department capabilities, sales representatives can prevent misunderstandings, and can use the support people behind them to enhance their efforts.

Because the sales manager and general manager have such a key role in training their people, Butler trains them in supervisory techniques and personnel management, as well as in financial matters. We also have an educational support program for those employees (at any level) who wish to pursue specific courses.

We have turned our attention lately to other functions within the company as well. We've begun using the XLS program in "Customer Satisfaction Skills" for our customer service people. This has been effective in providing specific tools to people in a very key, but often difficult, position.

Our training programs have been very well received by our employees. People want to do well in their positions, and are usually eager for any information or skills that they can learn. An effective training program offers benefits far beyond increased sales. It can develop a high degree of professionalism and better morale, decreasing employee frustration and turnover.

Dennis Anderson: Invest in People

One of the most valuable assets a paper merchant has is people and yet we sometimes have neglected to invest in improving the worth of this asset. The old days of hiring sales people and two weeks later turning them loose on the world is, or should be over.

Not only do we need to be more sophisticated in our selection process, but we must offer, on an on-going basis, training and education to our sales staff. When I speak of sales staffs, I include the inside sales person, as their worth is becoming more important due to telemarketing. With our changing world, new products and uses, as well as changing markets, we, as modern professionals, must continue to keep abreast of new developments and improved techniques in the market place.

In past years, it was difficult and very expensive for the small to medium-sized merchant to have training and education programs, but today that just isn't so. In fact, the merchant that doesn't invest in training will or may have already found himself non-competitive in today's market.

We have but to look around us to see the many affordable training programs that are available and as a start I would recommend the fine programs that NPTA has to offer. Nogg Brothers Paper utilizes the Professional Selling Skills III for all of our sales people and thanks to NPTA, we are able to administer this program in-house. We also have had consultants familiar with our business conduct seminars and these have added new dimensions to our selling skills.

Don't overlook suppliers as many have programs that they will make available. We encourage our suppliers to offer seminars and training and for the small expense involved in time and travel, we have had most of our salesmen visit the mills and attend their product and selling seminars. These field trips offer a two-fold return: the sales person develops more confidence in knowing about the products and has a better understanding of what is involved in the manufacturing process.

We utilize our mill representatives for weekly product spotlight seminars and twice monthly we hold Saturday morning training sessions that are mandatory for our newer sales staff and optional to all others. At these training sessions, we have more time for an in-depth study of product knowledge and to develop and practice selling skills. We often use videotaped role play sessions so the sales person can see himself in action. In order to keep our out-of-town sales representatives up-to-date, we videotape our meetings thus reducing time and travel.

I'm only sorry that more mills don't offer training on their product lines on videotape. I think they are missing a golden opportunity to supplement their field sales forces.

> *Our training programs have been very well received by our employees. People want to do well in their positions . . .*

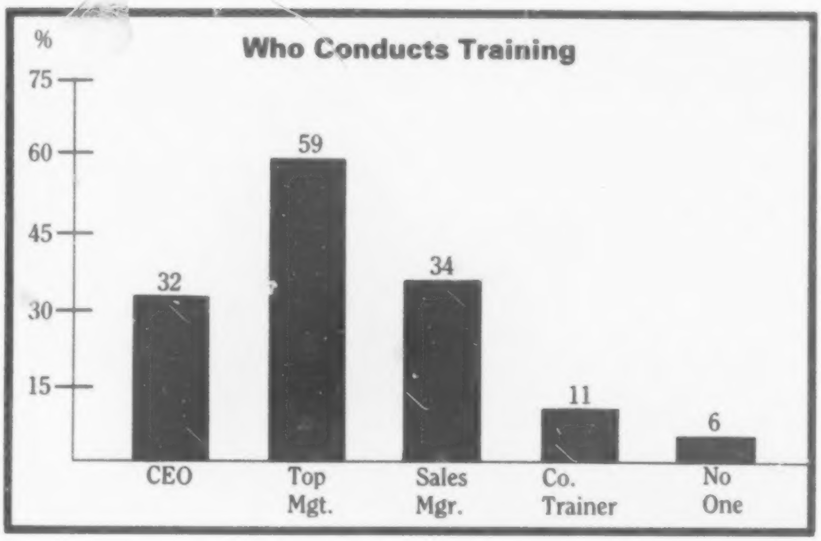
We also do the traditional field sales training by working with the salesman. But, one of the greatest things we have going here at Nogg Brothers is the support system that the salesmen themselves have developed and we have nurtured. They (the salesmen) help each other by sharing experiences and expertise. They are genuinely concerned about each other and often work together in making the prospect a profit-producing account.

I really feel that we have just started and there is more to do in training and developing the professional paper merchant sales people. Is training worthwhile? I shudder to think where we would be without it. For those that say they can't afford training and can do without the expense, I wonder what business they'll be in five or ten years down the road.

So Who Really Needs a Trainer?

Overseeing the professional growth of employees is vital for both the large and small paper merchant. The individual charged with this function (be he the company CEO, a top manager, sales manager or designated trainer) has a formidable and important task. The NPTA survey of company presidents indicated a number of interesting and important points.

The graph shows which staff member is responsible for in-house training and development.



It is interesting to note that most merchants utilize the top managers to train their personnel. Generally speaking, the smaller independent houses usually rely on their company CEO or top manager to train personnel; the larger companies have the luxury of in-house trainers on staff.

Whoever does the training must have a clear understanding of the firm's "statement of purpose." He or she must be able to relay the company's goals, objectives and ideals to each and every employee. In addition, a trainer must have the imagination to devise and implement new ways of improving procedures, especially those that are needed as a result of new technology.

He must have the ability to teach himself, because a large part of his job is keeping up with the enormous amount of information about running a wholesale paper distributorship today and into the next decade.

Kirke Vernon, vice president of marketing for Western Paper says, "The best way to motivate and develop your people is through training. To train, the trainer must be as good a listener as he is a speaker. His objective as a good listener is to determine all employee needs, and communicate those of his firm."

Target Training

A company must determine its training priorities—both who is to be trained and which skills and proficiencies should be emphasized. The NPTA January, 1986 survey mentioned above offers a fresh look at which groups of employees management plans to train in 1986. Company presidents identified the following in order of importance.

79%	Field Sales
77%	Inside Sales
60%	Sales Management
56%	Order desk
53%	Middle Management (V.P.)
45%	Executive–Top Management
40%	Supervisory—Foreman
36%	Operations (Warehouse)
34%	Branch Management
31%	EDP Personnel
26%	Accounting

The second responsibility in training is to ensure that the needs of all employees are being met through relevant and appropriate programs. Specifically, "what are these training needs as merchants see them today?" To answer this question, the January, 1986 survey sent to paper distribution company presidents must be reviewed. They were asked to list those education or training programs that they or their employees would be interested in attending in 1986. The following is their collected priority list.

- senior and middle management training programs
- customer service
- inventory and purchasing functions
- warehouse and delivery functions
- paper knowledge
- telemarketing
- marketing

The third responsibility is to provide programs—either in-house or out-based that offer the skills and proficiencies in a knowledgeable and professional manner. And, the fourth is to provide coaching, follow-up and review.

Without this fourth criteria being used, the firm will have wasted much time and effort. Many companies invest substantial time and money in the hiring and training of their personnel initially, but provide no continual reinforcement for their investment.

The end result of all this training is a smoother operation from beginning to end, a more efficient and profitable company and a happy, satisfied customer who is likely to remember the value-added service the next time he has to make a purchasing decision.

Tony Myers, vice president, marketing services of Harrisburg Paper Co. is directly involved in his company's training. His views and those of his firm's on the role of the trainer are quite interesting.

The Role of the Trainer

There are a lot of opposing views on training within the paper industry. What may work well for one firm may not necessarily be appropriate for another. However, as the market becomes more sophisticated and consumers demand more from the companies with whom they do business, the role of the trainer becomes increasingly important.

As almost everyone agrees, people are certainly the greatest and most costly resource we have. If we are to compete successfully in today's service-oriented market, we must educate our people on how best to use the communication skills and technology available. No salesman has all the answers to a customer's needs or problems, particularly new sales people, and we cannot expect them to retain all the product knowledge of even the most intense training program.

One of the keys to a new person becoming successful in sales is knowing how and where to find the answers. There is no harm in not knowing an answer to a customer request, but it is a tragedy not to know how to find the answer, because that greatly contributes to lost business.

For the most part, training in the paper industry is viewed as the preparation of new sales talent for the sales system. While that is essentially true, training must also incorporate all of the elements of a distribution company. An exceptionally good sales person can be neutralized if the sales service, purchasing, and distribution departments are not in tune with the company's goals. A quality training program must be a commitment to training in all areas, not just sales. However, training alone cannot guarantee success.

Good training programs start with the recruitment of quality people. Those who have a desire to succeed, and a willingness to contribute. Even the best trainer and training program can have little affect on an individual who is unmotivated.

A good trainer has a responsibility to understand the needs of his company, as well as how the company is perceived by its customers. New sales people should also understand the company's market position and the role they will play.

At Harrisburg Paper Company, sales training begins with an explanation of what a distribution company is and does. We spend a great deal of time educating our people about the operational areas of the business. This is where new people can learn the systems, how to solve problems and use the resources of the company to support the sale. Managing time and learning to listen properly should be taught prior to any product knowledge sessions. Good listening techniques will help the salesman understand what the customer is really saying, as well as analyze the real problems. Certainly, product knowledge must play a key role in any sales training and it is and should be the most time consuming part of the training program.

SIGNIFICANCE OF INTERNAL TRAINING BY PERSONNEL TYPE

MAJORITY OF TRAINING ACCOMPLISHED "IN-HOUSE"

TYPE OF PERSONNEL	IN-HOUSE	OUTSIDE
Delivery	100%	0%
Warehouse	100	0
Inside sales	97	3
Outside sales	97	3
Purchasing/inventory control	85	15
Human resources	72	28
Accounting and finance	61	39
Data processing	45	55

Good trainers must, themselves, continue to learn, to seek feedback on training programs, to be aware of the latest products the company stocks, how manufacturers position their products in the market and changes in the market attitude toward buying. They should have a certain degree of interaction with the company's suppliers. Good trainers analyze overall goals and the needs of the various departments. Training should instill confidence and a desire to be a part of the total system, a part of the team.

From Breakthrough to Training Tool

Paper merchants around the nation have begun to recognize that 1/2" VHS video tape for in-house training has assumed a major role in presentations—freeing the manager to concentrate on monitoring, tutoring and evaluating employee performance.

Because of its flexibility and convenience, the video format has enabled managers to manage more efficiently and the sales force to increase its working knowledge. This has permitted them to keep pace with the changes in the products they sell everyday. Bill Ochsner, president, National Paper Company and chairman of the NPTA Education and Training Committee recently commented on video training: "We are deeply committed to attaining a high degree of professionalism here at National Paper Company. The chief importance of video programming is that it has proven to be a most effective way of educating our people."

In our January, 1986 educational survey merchants were asked whether they were currently using audio visuals in their training. To this question, 55% responded yes; 45% responded no. The survey went on to determine which audio visual format was most widely used by merchants for their in-house training. The graph illustrates the importance merchants place on the 1/2" VHS format.

In that the video cassette is easy to distribute throughout a branch organization, merchants have begun to realize that its applications are virtually limitless: to share messages from management (especially significant for multi-branch operations), to capture sales meetings for training programs and to monitor performance of sales people. Michael Ibison, president of Ibison, Pittard and Associates and a long-time consultant and speaker for NPTA notes, "I feel the use of video tape training programs represents the primary trend in delivery of training. Many companies are small enough that the training of new employees almost has to be done in this form or it will not be done at all. Up to now, the programs that are available on video have been somewhat generic. Moving to more availability of industry-specific training programs will definitely be a future direction."

Many merchants have found that video feedback from group dynamics sessions such as sales training role playing, is especially useful because of its instant replay capability. In an April, 1985 *Management News* article, Phillip Erickson, executive vice president of Unisource Corporation was asked: What role do you see video playing in in-house training? In his response, Mr. Erickson noted, "A major aspect of video training is in taping role playing and providing instant feedback. Additionally, it is a self-contained and individually-paced program where a trainee can proceed through the program basically at his or her own pace. There are some excellent examples that we've used in supervisory training, etc."

Chris Strassburger, vice president and director of industrial sales, Distribix, Little Rock, AZ recently stated, "Video taping enables people to visualize difficult concepts, it can teach complex subjects more clearly and faster and it communicates uniformly and efficiently. It can put a face behind a memo."

Video in training promises to hold new and exciting challenges in the years ahead as the technology becomes more responsive to individual needs and less expensive. Ms. Tim Bulmer, training specialist of Kent H. Landsberg, is an innovator in video training. Her firm is a leader in the wholesale paper distribution industry in the field of video training. Ms. Bulmer shares some of her thoughts with *Management News.*

How-to Video

Why Train? *Training Magazine's* article "Help Trainees Believe They Need to Learn" suggests training programs are established for organizational reasons whereas people train for self-oriented reasons.

One of the suggestions I received early in our training efforts was to have a program on business courtesy. To my delight, I found a program made by an excellent production company that covered every aspect of business courtesy. Since distribution is really a service-oriented business, exceptional courtesy to customers is a great plus in sales. This is just one area of general training. Others are: how to be effective on the telephone; how to handle the angry customer.

Why Video? Video gets more information across in a shorter period of time than any other medium. The term inter-active means through a visual on video and interconnected computer, the trainee participates in the training process. Bechtel Power Corporation, a manufacturer of large power units had trained engineers on selecting standardized cable when designing their products. This 40-hour, standup program showed a 40% retention of the information presented. Converted to inter-active video, this four-hour program showed an 85% retention of information. The tremendous savings are obvious.

If Video—Which Equipment? There are at least three main types of equipment: consumer, industrial, broadcast. The compact consumer cameras with recorders attached are easy to handle, but editing ruins tape quality each time the image is transferred. Often, those 60 second perfect scenes are sandwiched in 60 minutes of footage that soon bores any audience.

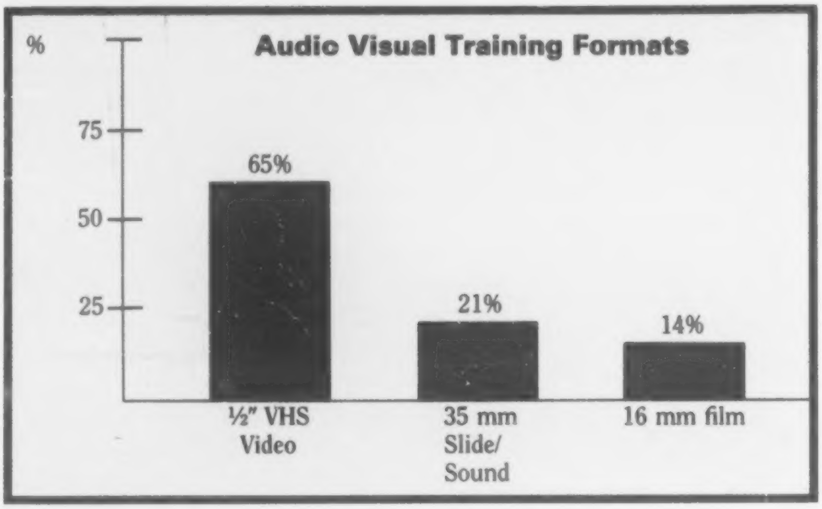
If you decide to use consumer equipment to get started, locate an editing source (not using only two VCRs). Ask if the system has a Time Base Corrector (TBC) in it. This stabilizes the signal. Also ask if the system has a special-effects generator for wipes, fade-ins and title overs. Your signal may not be broadcast quality, but it will have clean cuts.

A general rule of thumb is that industrial equipment, marketed through audio visual distributors, costs two to three times that of consumer cameras and video cassette recorders. Industrial equipment may be well worth the investment since it is more durable and reliable. I still use a portable VCR purchased over four years ago. It has had only one rework to manufacturer specifications. This is equivalent to running an automobile 125,000 miles with only one major tuneup. Make sure the camera and VCR are compatible to work with one cable. Purchase a remote mike for under $100. The 3/4" U-matic format is a wider one that leans more toward broadcast quality. The equipment is more expensive, but editing is readily available from outside sources.

Two important specification points are "signal-to-noise ratio" (S/N) and "horizontal resolution" refers to video's capability for reproducing details. More lines on the screen mean that more details will be able to be seen.

To sparkle, a video must have specific lighting which is relatively inexpensive. A 1000W fixture and lamp can be purchased for under $100.

To try the medium, rent enough equipment for one day's shoot—perhaps cover information on a new product line or equipment.



If Video—How to Plan? It is vital to decide on training goals.

1. Role playing for sales? 3M uses this very effectively.
2. Product training basics for inside employees. How to sell this product for outside sales.
3. History of the company to build team spirit.
4. Applications for products sold.
5. Packaging equipment in operation.

Planning a program is another area altogether. General Telephone, a company that has a broadcast facility and produces programs to train 16,000 employees, allows three months to plan one program. Do not shoot a bunch of tape and look at it to see what will make a program.

First, decide what you want to teach, then how to present it, then write the script and block out the visual that will tell the story, supplemented by the speaker.

In small production endeavors, it is possible to produce a program in three weeks to a month. To do this, planning must be complete. All scenes must be carefully scheduled, the music selected. If using a narrator, seek out a professional who can tie the program all together. It is a rare person in business that masters the flow of words needed to come across comfortably and authoritatively.

Where Can I Get Help? Bruce Linden of NPTA, for his first program, cleverly secured the services of the local college. The colleges are churning out video graduates at an unheard of rate. Many of these people freelance and have their own equipment. Be sure to find out if they know anything about complete production.

International Television Association (ITVA) has chapters in all major cities. Their members cover a broad span, from video equipment manufacturers to production houses and include service organizations.

Manufacturers of strapping, wares, equipment and other products are producing tapes

ARE YOUR SALES CONTESTS REALLY MOTIVATING?

Some company sales contests really improve productivity while others fall flat. Why? Probably the biggest reason why sales contests fail, reports Sales & Marketing Digest, *is that sales people who feel they don't have a chance to win prizes tune out. Therefore, when planning contest, ask "How can I make sure that* everyone *has a chance to win something?"*

According to S&MD, *don't have the contest on total sales alone. Add wrinkles like: most new accounts opened, most sales to new accounts, most orders over $X, etc. Points may have to be assigned for each type of sales activity.*

Don't run a long contest. Some recommend 30–60 days. This spurs quick action and tests maximum productivity increases. Long contests cause sales people to lose focus. And, promote it well, including to the employees' spouses.

WHAT UPSETS YOUR BOSS THE MOST?

A recent study revealed the eight easiest ways to put the boss in the right mood to write out your pink slip. The study, conducted by Burke Marketing Research, Inc. asked 100 "Fortune 1,000" company vice presidents "What employee behavior disturbs you the most?" Here is the list in priority order as it appeared in the Sales and Marketing Executive Report:

1. Dishonesty and lying–lack of integrity.
2. Irresponsibility, goofing off, and attending to personal business on company time.
3. Arrogance, ego problems and excessive aggressiveness.
4. Absenteeism and lateness.
5. Not following instructions or ignoring company policies.
6. Whining or complaining about the company or the job.
7. Absence of commitment, concern or dedication.
8. Laziness and lack of motivation and enthusiasm.

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available to distributors. Ask the manufacturer for copies of his programs.

Video tapes can be made from 16mm film or slides.

Ask your manufacturers representatives to do a video on a subject for which you have made the outline. Tell him or her it must be succinct and to the point. We have programs on most all lines furnished by, or presented by, mill representatives.

Experience teaches us that the discipline in video is to complete the program. It is suggested that one person be responsible to follow through on any training that is initiated. Certainly the responsibility for equipment should rest with one individual also.

To return to *Training Magazine's* article, "Help Trainees Believe They Need to Learn," it said: "We know that we're going to need a certain number of people with certain skills next year or five years from now. Since we know these things we ought to get maximum motivation."

We would not think of saying to a customer, "You'd better buy it, you're gonna need it some day." We seek to help the customer achieve his goals.

Video can capture the expertise of experienced managers and experts in training programs to meet company and individual goals.

Producer Price Index Trends

Last month, a variety of Industrial and Personal Service Paper price indexes were presented for year-end 1984 and September–November, 1985. This series of information is continued here, for printing and writing paper grades (see Table).

PRINTING & WRITING PAPER PRODUCER PRICE INDEX TRENDS BY SELECT COMMODITY GRADES

(Index Base 1967 = 100 unless otherwise noted)	End of Year: 1984	End of Month: 1985 Sept.	Oct.	Nov.
TYPE PAPER				
Total Printing & Writing Paper (Except Newsprint & Packaging)	301.8	299.1	296.2	295.3
—Uncoated Publication & Printing(1)	241.2	241.3	240.5	240.5
—Printing Paper, Coated 2-S, #3(1)	233.6	234.6	234.6	234.6
—Printing Paper, Coated 2-S, #5(1)	277.3	291.7	291.7	291.7
—Printing Paper, Coated 2-S, Other(2)	119.3	122.8	122.8	122.8
—Book Paper, #3 Uncoated(2)	281.6	276.1	275.4	270.6
—Other Book Printing Paper, Uncoated	108.2	101.7	98.7	98.7
—Form Bond, 15 Lb.(3)	163.8	141.1	129.8	129.8
—Other Form Bond(2)	107.6	98.3	92.4	92.4
—Cover Text(2)	118.7	118.5	118.5	118.5

(1) 12/73 = 100   (2) 6/81 = 100   (3) 12/75 = 100

Source: U.S. Dept. of Labor, Bureau of Labor Statistics, Producer Price Indexes.

Printing Paper Supplies/Capacities

The National Association of Purchasing Management (NAPM), in its February 3, 1986 "Report on Business," reported the following situations for uncoated groundwood, coated, uncoated free sheet, and bleached bristol papers:

Uncoated Groundwood: Domestic shipments of uncoated groundwood declined over 7% in the first three quarters of 1985, partially due to increased imports. Usage of this grade in magazines, commercial printing and forms declined.

Coated Papers: Excess supplies of coated publication grades exist and no shortages are anticipated in the near future. Consumption by commercial printers is declining. Additional capacity is scheduled for 1986-87.

Uncoated Free Sheet: This grade continues to be the growth leader. Increases in reprographics, forms and offset grade shipments continue to encourage added mill capacity, with approximately 1 million tons of added annual capacity projected by 1989. Some of this strength is reported to be due to declining imports and possibly some inventory build-up. No shortages are anticipated.

Bleached Bristols: There is adequate availability now and for the near future. No added mill capacity is planned and inventories at many converters is dropping.

CHANGE OF ADDRESS

Do not miss one issue of NPTA *Management News* magazine. Please notify us *prior* to your relocation so that we may change our records.

Forward changes to:
Circulation Manager
NPTA Management News
111 Great Neck Road
Great Neck, NY 11021

Change date:
☐ *immediately*
☐ *future* ______________________ *date*

Use the mailing label from the cover of this issue of *MN:*

Place Label Here

New address:

Name ______________________ Title ______________________
Company ______________________
Street Address ______________________
City ______________________ State ______________________ Zip ______________________
Signature ______________________ Date ______________________

PAPER MERCHANT SALES REPORT

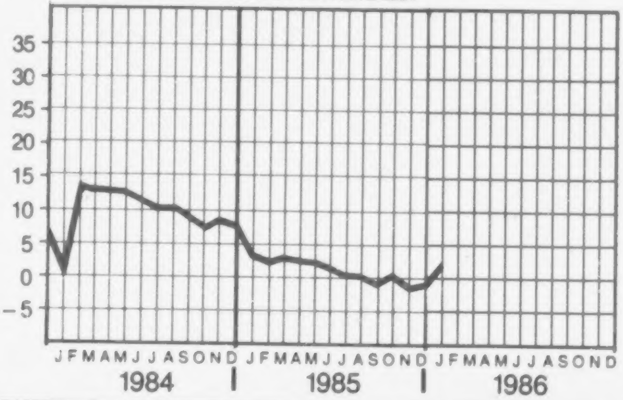
SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

NOTE: *THE REPORT'S STATISTICS ARE THE FIRST TO BE PRODUCED VIA A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

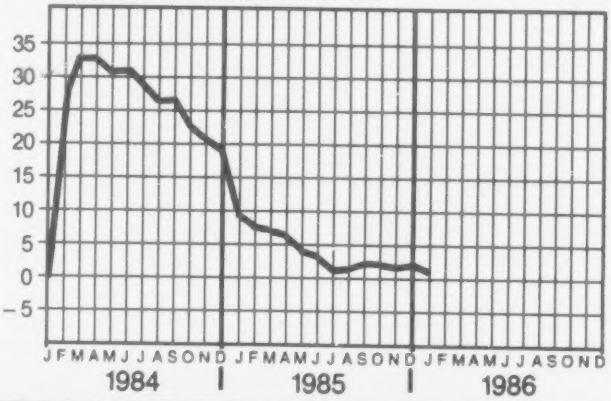
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



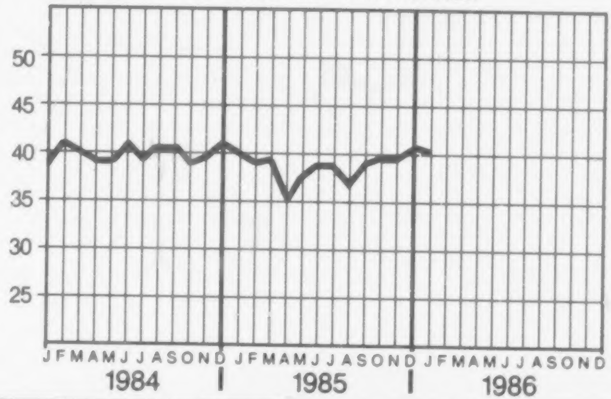
PRINTING PAPER SALES NATIONALLY



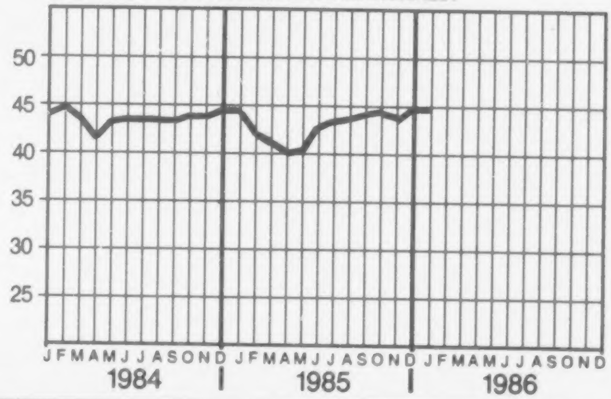
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



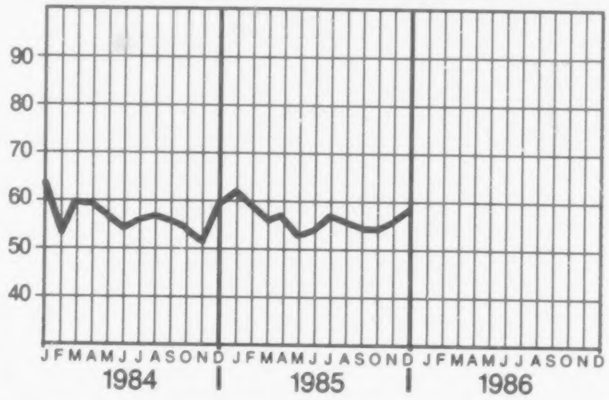
PRINTING PAPER RECEIVABLES NATIONALLY



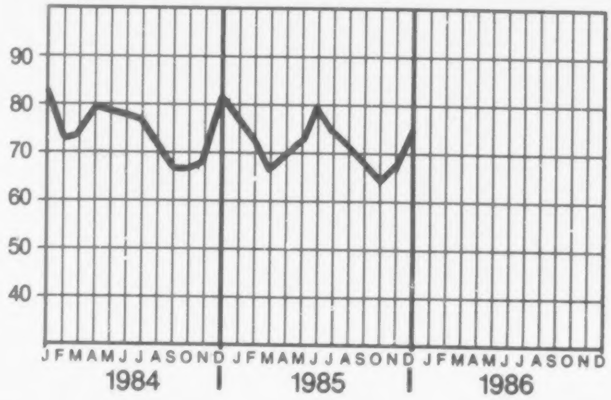
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



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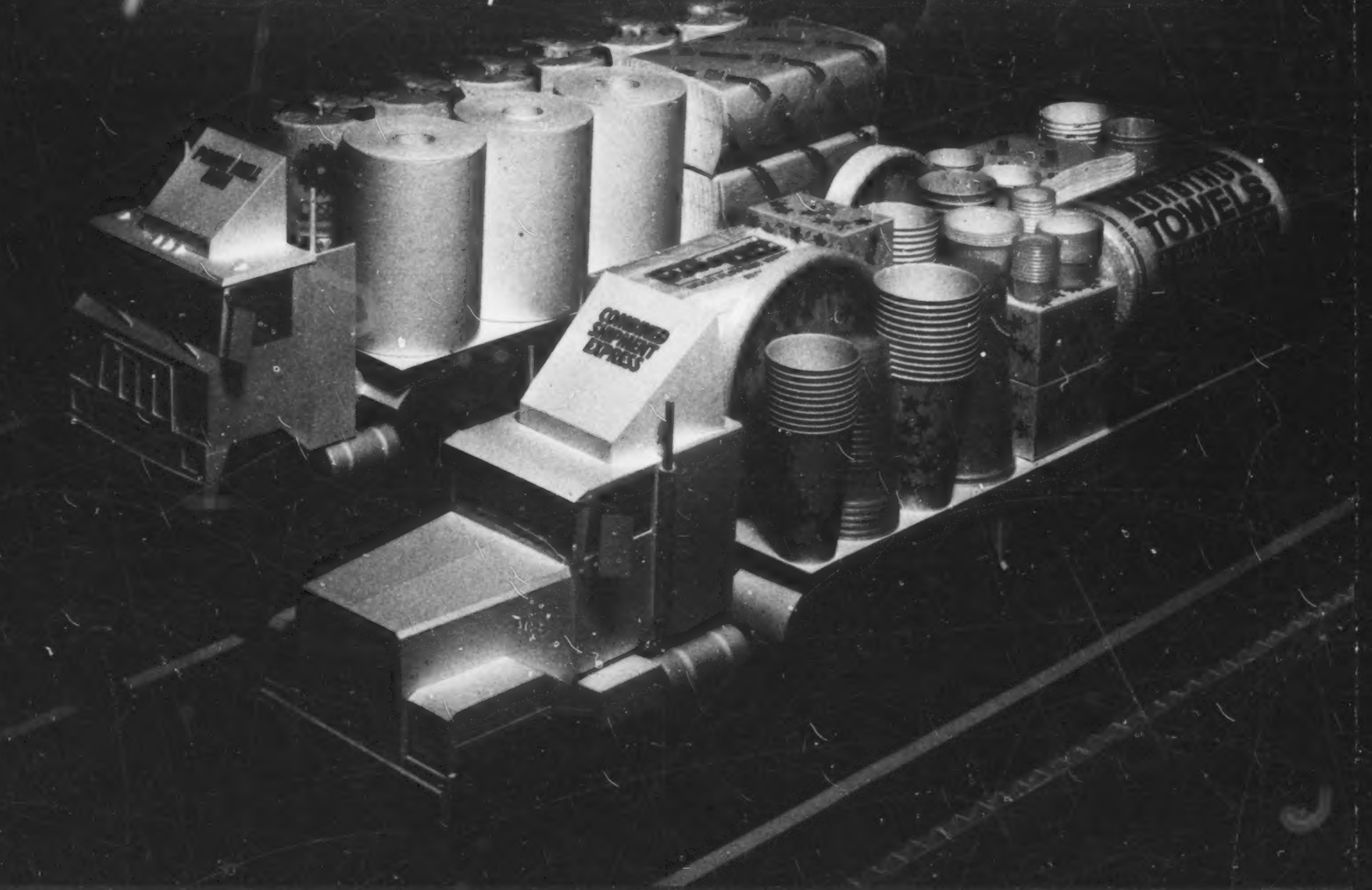

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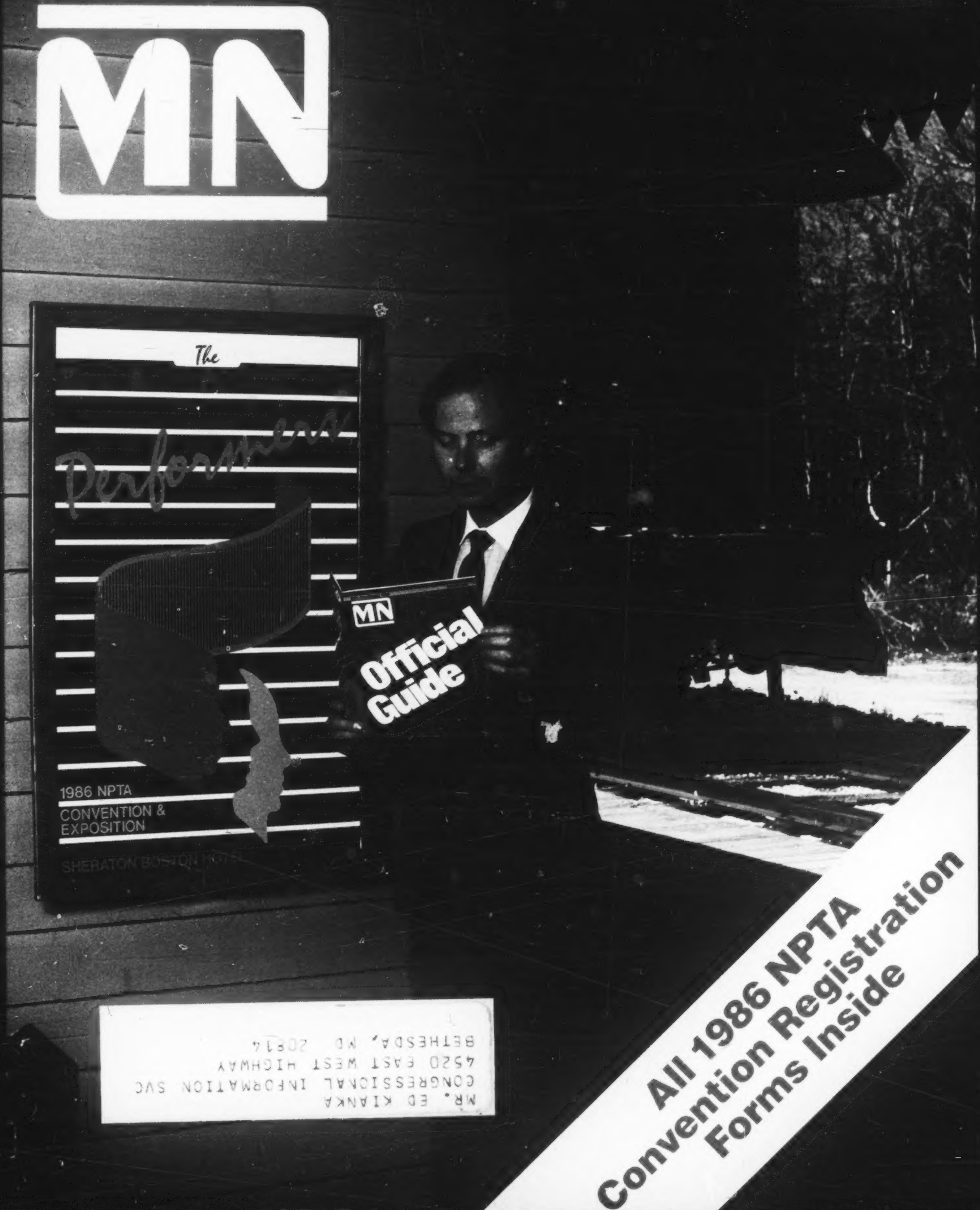
NPTA MANAGEMENT NEWS

MAY 1986

MN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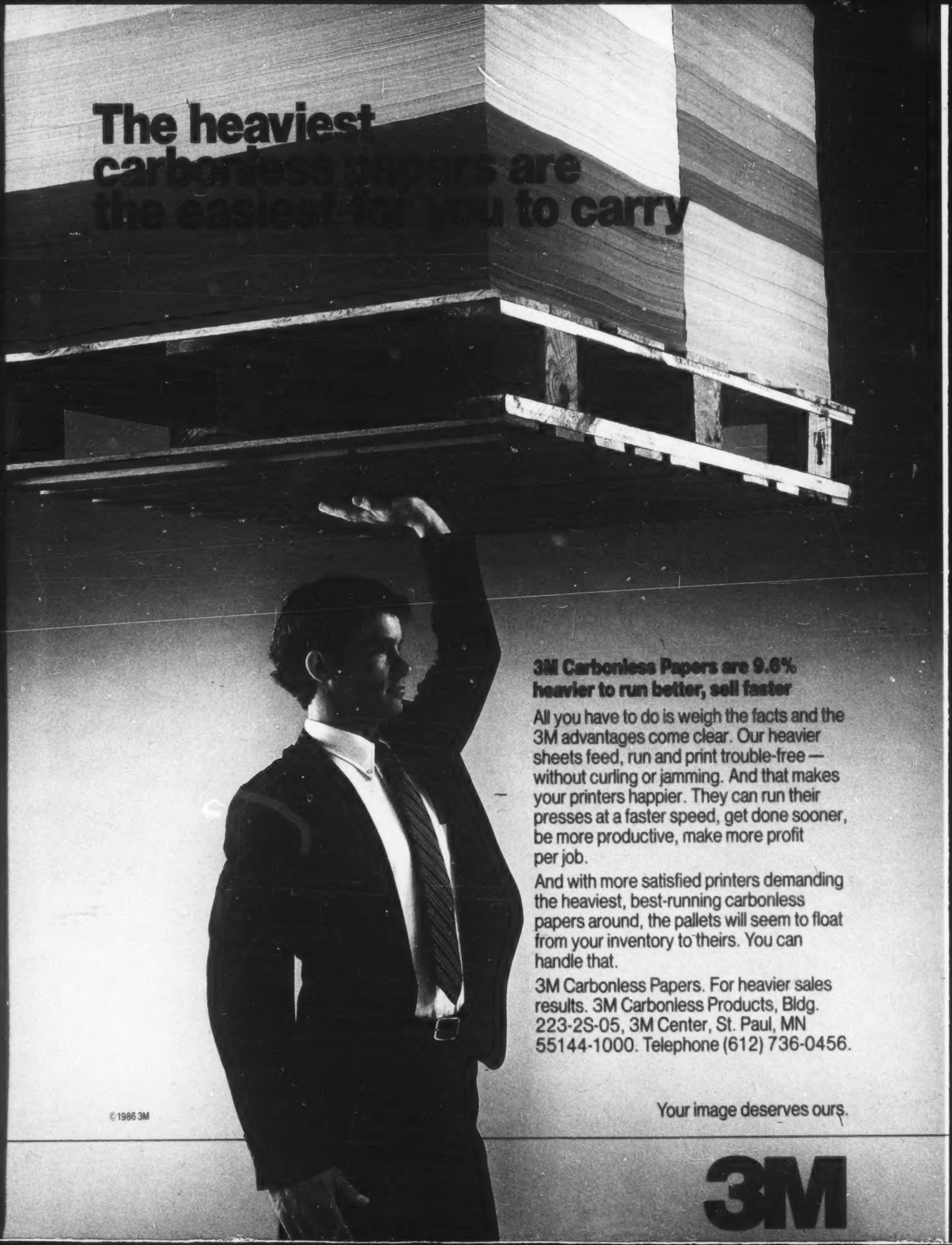
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Cover Photo: Ben Asen

REALIGNMENT OF TOP RESPONSIBILITIES AT RIS PAPER

Howard Ris, the well known chairman and CEO of Ris Paper Company, has retired from the daily responsibilities of the paper distribution business in favor of "chairman emeritus" status but will continue as CEO.

Thomas Walden, III, who was executive vice president, will succeed Ris as chairman, but will also assume the role of chief financial officer. Benjamin W. Krieger will continue as president and chief operating officer, but adds the duties of chairman of the executive committee.

Walden, 45, will continue to oversee the financial and administrative responsibilities of the company while Ben Krieger will run the company on a day-to-day basis.

Howard Ris is not retiring totally, though. "Of course, anyone who knows me, knows that I am not retiring from the scene," reported Ris, "just reducing my everyday role. I will be involved in the critical decisions and will continue to head the acquistion program."

BUTLER MOVES INTO NEW MADISON FACILITY

Butler's new office and distribution center has been completed on schedule and is already occupied. The new facility is located in the Albrecht Industrial Park in Madison, WI.

The new warehouse is a one-story, dock-high building, designed to use the most modern handling systems. Butler Paper, a division of Great Northern Nekoosa Corporation.

PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Mo.
1	The U.S. Paper Distribution Industry: A Market -Research Data Source. *NPTA.*	1
2	Implementing Successful Paper Marketing Programs. Video Tape and Guide. *NPTA.* $65	4
3	Harvest the Fruits of Paper Selection (Marketing Tool). *NPTA.* $.50 each	2
4	Introduction to Wholesale Distribution. *Danenburg/Moncrief/Taylor.* $35	3
5	Practical Handbook of Distribution/Customer Service. *Blanding.* $40	5
6	Growth Strategies in Paper Distribution. *NPTA.* $40	7
7	Industrial Paper Merchant Sales Compensation. *NPTA.* $40	8
8	Merchandising to Maximize Your Margins. *VanDeMark.* $25	9
9	Measuring Customer and Product Line Profitability. *Mullins.* $35	10
10	NPTA Vacation Schedules (Planning Folders). *NPTA.* $.40 each	6

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

API REPORTS INDUSTRY ADVANCING

At its 109th Paper Week activities in New York City, the American Paper Institute reported to the gathering of paper manufacturers that "the problems of 1985 for the United States paper industry are rapidly being resolved into the promises of 1986." Their expectations are based in part on a weaker dollar, lower energy prices and interest rates and easing inflation.

As an example, box shipments are up. And, reports the *New York Times,* "when industries increase their orders of corrugated boxes, as they are doing now, it indicates they expect to prosper and make more shipments." The 1985 inventories of containerboard have been worked off. Printing and writing papers are also showing strength.

According to industry analysts, profits of paper companies were down an average of 25% last year. Some see the paper business bouncing back quickly with profits being up 15% this year and 35–40% in 1987.

The paper industry can also be proud of its capital expenditures, reports API. In the years 1981–1985, paper makers spent $35 billion on plants and equipment which is 51% greater than the previous five-year period. In 1986, API sees the industry spending another $8.8 billion.

SUNCLIPSE PURCHASES THACKER PLANT

In an announcement that was made jointly by Sunclipse, Inc. and Thacker Container, the Thacker Sheet Plant in Haywood, CA has been sold to the Mercury Container Division of Sunclipse, Inc. of Montebello, CA.

The sale of the Thacker Container plant will in no way affect their on-going operations in the box business. Mercury Container reports that with the addition of the Thacker plant they will be better equipped to provide competitive service in the San Francisco Bay area.

SCOTT SELLS COLOMBIAN AFFILIATE

Scott Paper Company's wholly-owned subsidiary Scott Paper International has solds its 49% interest in its Columbia, South American affiliate Paperles Scott de Colombia S.A.

The company's foreign operations will not be adversely affected. Scott has divested its operations in the Philippines and Hong Kong in recent years and reduced its position in its affiliates in Costa Rica, Argentina and Korea.

At the same time, though, Scott has acquired full ownership of its operations in Italy, Malaysia and Singapore, and increased its stake in other countries.

FONDA FORMS TWO NEW DIVISIONS

Consumer and Service are the names of the two new sales divisions of The Fonda Group. "This realignment," reports Joseph A. Marcelynas, general manager of marketing, "will allow our sales managers to focus their efforts on the unique characteristics of our two major markets."

Fonda's Consumer Division serves supermarkets and grocery stores, while their Service Division will bring products to restaurants, institutions and party goods stores.

PAPER SERVICE PROMOTES 'FRESH AIR MACHINES'

"Fresh air comes from trees...and trees produce quality paper products" is a campaign which is being launched by Paper Service Company of Mankato, MN. During April, the paper distributor will be giving away coupons redeemable for a free "Fresh Air Machine" seedling of White Spruce, Black Hills Spruce or River Birch trees. All of these trees are hardy, Minnesota-grown, seedlings, polybagged with planting instructions.

Paper Service Company, which has been in operation in Mankato for 47 years, is promoting the growth of healthy, beautiful trees used in paper making. And, "clean, fresh air for a meaningful living environment for all Minnesotans. Live, growing trees are a continuing reminder of both," the company said.

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INGREDIENTS OF PERSONALIZED MARKETING

In the world of business, the personalized marketing letter often provides an effective means to sell paper products. Utilizing a direct approach, this low-cost, proven communications technique can serve to support, and at times, even substitute for, the more conventional forms of public relations, advertising or direct mail brochures.

To assure that any personalized marketing letter will be effective, two essential ingredients—copy and physical appearance—must be given careful consideration. Letter-writing style must be clear and straightforward without unnecessary details. Copy should be written in a catchy, sales-oriented manner to hold the reader's attention long enough to achieve the desired marketing impact. Further, the tone of the message must be consistent with the writer's professionl stature (i.e., company president, marketing vice president, etc.)

The letter should contain a minimum number of paragraphs; preferably three to four. The first paragraph must include the "hook" to pique the reader's interest. The following two to three paragraphs provide a brief description of the company; its products and services, and details on how the reader can benefit from the offering. Finally, the last paragraph should provide precise instructions on how to respond/and or what actions you will take (i.e. call to set up a meeting, etc.)

No matter how well-written, a successful letter must also reflect the personal touch in execution and mailing..All letters should be printed on a company's letterhead. The recipient's address, on both letter and envelope, must always appear to be an original typed version; address labels should *never* be applied. This can be automatically achieved through the utilization of advanced word processing equipment. And, to further increase its credibility, each envelope must be affixed with first-class postage stamps.

Very often, readers will think a metered envelope contains junk mail inside, and discard it. Combining all of these details helps to convince each recipient that the letter was personally prepared for him or her. This is precisely where the direct marketing campaigns of many companies fail.

Understandably, some businesses cannot afford to devote hours of their employees' time for mass mailings. Further, many have outfitted themselves with personal computers, which have certain inherent limitations.

To address this problem, word processing service bureaus can be utilized (particularly those which specialize in personalized mass mailings), or use a consultant who specializes in direct mail marketing to help you with your in-house system. When hiring a service bureau, look for firms that offer state-of-the-art word processing systems, and are in operation 24 hours a day to meet mailing deadlines. Their trained personnel not only sign, fold and insert each letter, but also hand stamp every envelope. For larger companies that already have word processing equipment, outside service bureaus can assist with any overflow.

If carefully written and properly executed, the personalized letter is an extremely useful form of business communications. This medium will continue being used by a broad spectrum of organizations to further meet overall marketing objectives.

By: Norman Green, president,
Wordmasters Inc., Melville, NY

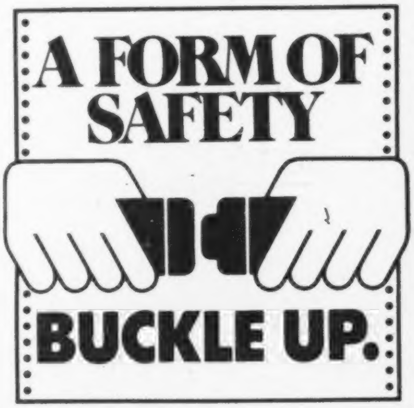
PAPER FOUNDATION GAINS ENDOWED CHAIR CONTRIBUTIONS

The Paper And Plastics Education Research (PAPER) Foundation's "Endowed Research Chair in Paper Wholesaling" is a program being supported through industry donations, and is nearing its $1 million goal. Contributions received over the past month include those from: Apache Paper Company, St. Paul, MN; Commerce Paper Company, Toledo, OH; Judd Paper Company, Holyoke, MA; Mayan Converting, Houston, TX; Mayer, Myers Paper Company, Memphis, TN; McAuliffe Industrial & Paper Products, Burlington, VT; Millcraft Paper Company, Cleveland, OH; Nichols Paper & Supply Company, Muskegon, MI; Paper Distributors Inc., Harrisburg, PA; Service Paper Company, Renton, WA.

The Endowed Chair program is located at the University of North Florida in Jacksonville. Once the Foundation's goal is met, no other funds need be raised to support the on-going research.

BUSINESS FORMS INDUSTRY GETS INVOLVED

In an effort to support the Department of Transportation's "Buckle Up" program, the National Business Forms Association (NBFA) has created an industry logo. The campaign, "A Form of Safety," was launched by NBFA when logo sheets were sent to their members for use on their business forms. The logo is available from NBFA, 433 East Monroe Avenue, Alexandria, VA 22301.



PEOPLE IN THE NEWS

Robert G. VanDyck, a director of Bradner Central and president of Rotary Paper Manifold Company was elected executive vice president of Bradner Central.

T.E. Allen has been elected chairman-president and CEO of Newell Paper Company, Meridian and Columbus, MS and Bruce Paper Company of Hattiesburg, MS. **J.B. Thompson, Jr.**, chairman and CEO of Jackson Paper Company (parent), has retired and **T.E. Allen** will succeed him.

James G. Scott has been appointed vice president, sales and marketing of the Seaman-Patrick Paper Company, Detroit, MI.

George L. Colley has been named Atlanta branch manager for Virginia Paper Company and **Dennis J. Sink** has been appointed assistant branch manager. **Robert D. Mattox** has retired after 17 years as the company's branch manager in Jacksonville, FL. **Clyde M. Speicher, Jr.** has been named to replace him as well as acting as the branch's market development manager.

Gregg L. Rettew, formerly president of Seneca Paper Company in Rochester, NY, has been named president of Rourke-Eno Paper headquartered in Hartford, CT. Both companies are part of the Paper Corporation of America.

Denis LaMontagna has been appointed vice president marketing at the Chicago Paper division of Leslie Paper Company.

Andrew D. King has been named vice president of WWF National, Charlestown, MA.

Richard Hamilton has been appointed general sales manager, fine papers for the Los Angeles Division of the Unisource Corporation. **James Albany** has been named controller and **Wade Bakhit** has become vice president, physical distribution at the Division. **Dave Spraul** has been promoted to division manager in Spokane.

Robert C. Winenger has been named operations manager at the South Bend, IN branch of Inlander-Steindler Paper Company.

Jim Travis has been appointed general manager of Mead Merchants/Chatfield Paper in Indianapolis, IN.

Glen Pare has been promoted by The Fonda Group to director of manufacturing. **Evelyn C. Chappel** has been promoted to group customer service manager at the St. Albans, VT operation of The Fonda Group.

Margaret Holmes and **Timothy Thompson** have been named district managers for Gilbert Paper.

Peter D. Mancuso has been appointed vice president and general manager of A & E Plastics Inc. of Industry, CA. **Alvin M. Berke** has been named director of marketing for the company.

Albert J. Dunlap, chairman and CEO of Lily-Tulip, left that position to become president and CEO of the company (GOSL Acquisition Corp.) that controls **Sir James Goldsmith's** 48% stake in Crown Zellerbach Corporation.

Greg Hedgebeth has been promoted to vice president of finance at Amko Plastics.

Thomas Jeanes has been appointed senior account executive for the American Fiber-Velope Manufacturing Co.

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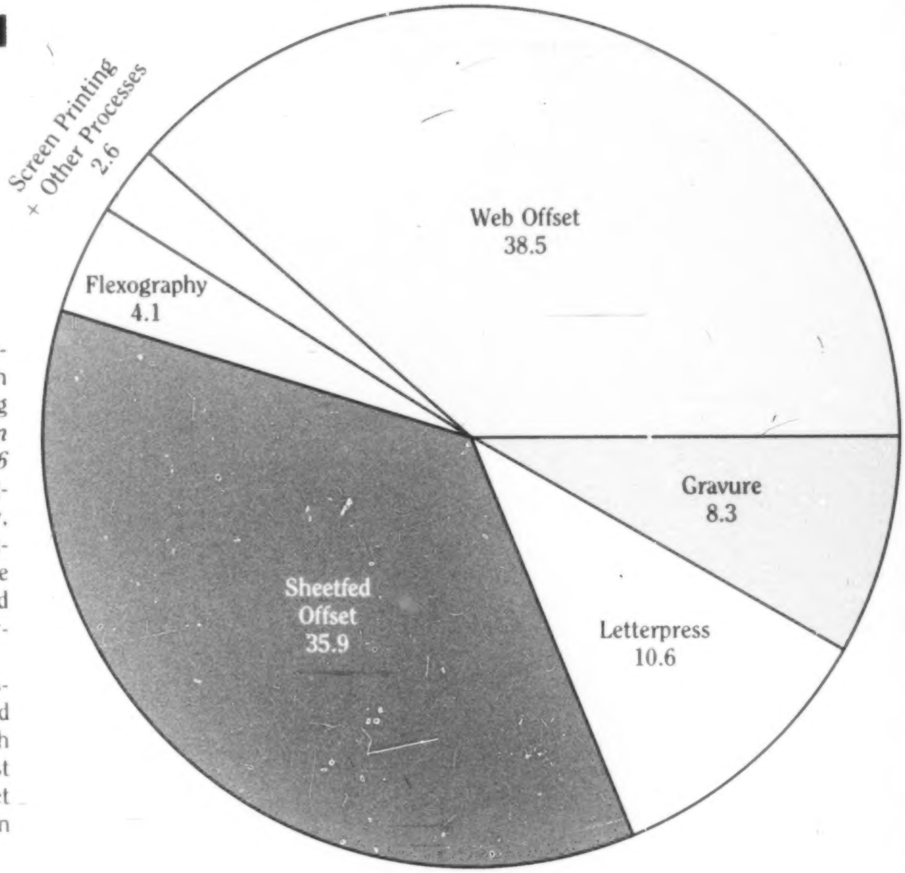
PRINTING PAPER

GROWTH IN PRINTING FAVORS WEB

The headline on this piece is no surprise but few are aware of the real growth rate shown by web printing. According to Mike Bruno's *Status of Printing in the USA* (as reported in GATF's *1986 Technology Forecast*), "the trends of significant growth in offset lithography, gravure, and flexography are seen as continuing..." But the growth in market share of web offset printing has been so rapid that some have concerns about overcapacity.

Graphic Arts Technical Foundation estimates that there were between 1800 and 1850 heatset web installations in North America at the end of 1985. The most interesting fact is that for all web offset lithography, the growth rate has been 8.5% per year since 1982.



Share of Printing Processes in Commercial Printing (in percentages)

Sources: U.S. Department of Commerce Census of Manufacturers
Graphic Arts Technical Foundation

MAGAZINE FEATURES "THE MERCHANT OF PAPER"

The role of the paper merchant is a story that the National Paper Trade Association has been telling printing paper customers for many years. Recently, the Association produced a half-hour video tape program on the subject.

In the March, 1986 issue of *Magazine Design & Production*, author David Saltman educates the magazine community about the role and function of the paper merchant with his cover story "The Merchant of Paper"

If magazine people are listening to Saltman, they now know that the paper merchant is their vital link with the industry that provides them with paper. He reviews for them the 12 major service areas provided by American paper merchants and illustrates that "dealing with a paper merchant offers the best buy for the buck."

Reprints of Saltman's article "The Merchant of Paper" are available at no charge from the National Paper Trade Association's Communications department.

PRINTING COMPUTER SOFTWARE ON PAPER STRIPS

Computer floppy disks are fairly durable, inexpensive and can be mass produced. But can one be printed in a magazine? No. Not until now, anyway. There is a new alternative.

A new technology is coming to the forefront that allows computerized information to be encoded and printed on paper. Computer magazines may be the first to benefit.

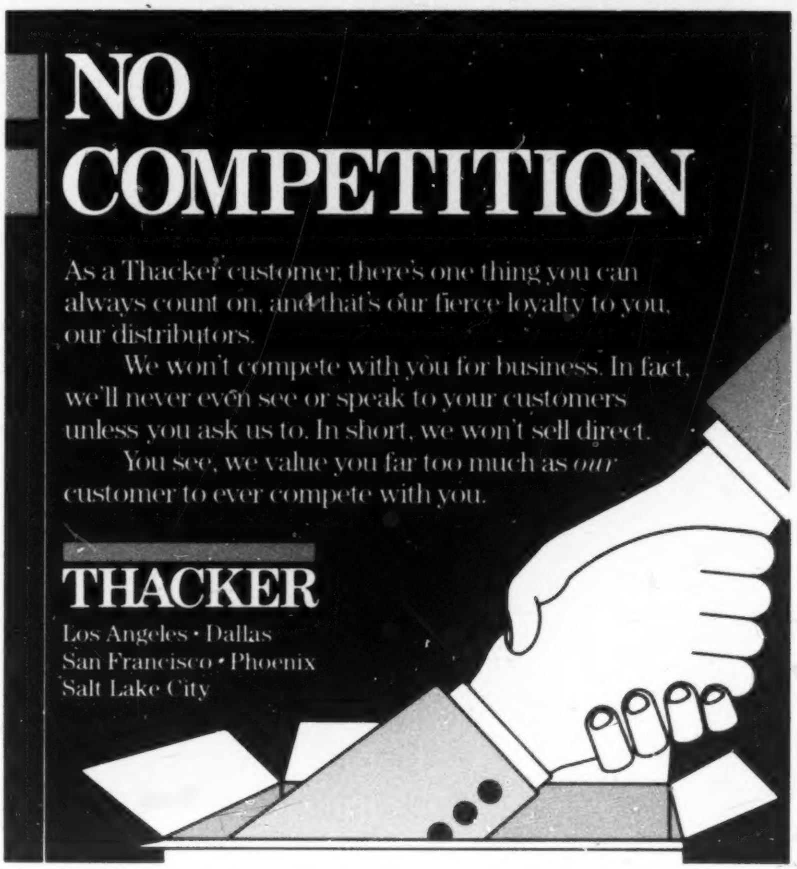
According to an article in *Folio:* (the magazine for magazine publishers), the new system is called "Softstrip" and was developed by Cauzin Systems, Inc. Basically, it has two parts: 9 1/2" × 5/8" paper strips that contain the equivalent of three to four pages of single-spaced, typed information and a "reader" that plugs into a computer and decodes the printed information on the strips. It is expected that readers will be sold for about $200 each.

It seems that the new paper strips might be used for software samples in magazines or entire programs. Cauzin expects to have 100 million paper strips in circulation this year.

DOES PAPER TEXTURE MAKE A DIFFERENCE?

According to Hammermill and the Direct Marketing Association, the use of textured paper makes a *big* difference. Identical mailers were used in a test, one printed on blue textured cover, the other on gray, and both "out-pulled" the white index "control" mailing by 8.25% and 17% respectively.

In another case, reports Hammermill, white index was challenged by white textured cover. The results showed that the one with the embossed finish generated a better response—by 42.85%! The reasons cited for the dramatic difference were the feel and visual appeal of the textured paper. People wanted to examine the mailing printed on the better quality paper.



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MANUFACTURING CLAUSE EXTENSION: TOUGH ISSUE

The editors of *MN* have been tracking the Manufacturing Clause issue as it affects paper merchants and the entire graphic arts industry. The new law being proposed by the printing trades would expand protection of the Manufacturing Clause of the Copyright Act to all "printed material." The result of such a move would disallow copyright protection for all material printed outside of the United States in countries that do not have certain reciprocal agreement with the U.S. Hence, publishers would be reluctant or would not consider sending their books and other materials off-share for printing.

"The Manufacturing Clause should not be aloud to expire," testified Benjamin Cooper, senior vice president of government affairs for Printing Industries of America (PIA). The last time the Clause came up for a vote on its extension it was passed by Congress then vetoed by President Reagan (who is viewed as a "free trader"). Congress then overrode his veto handing Reagan the first defeat of his presidency.

Cooper's point is that the Clause should not be allowed to expire "without some reciprocal trade gains from those countries which impose trade barriers on the United States printing industry." There seems to be enough support in Congress now for a modification and extension of the Manufacturing Clause. But, it is not that simple.

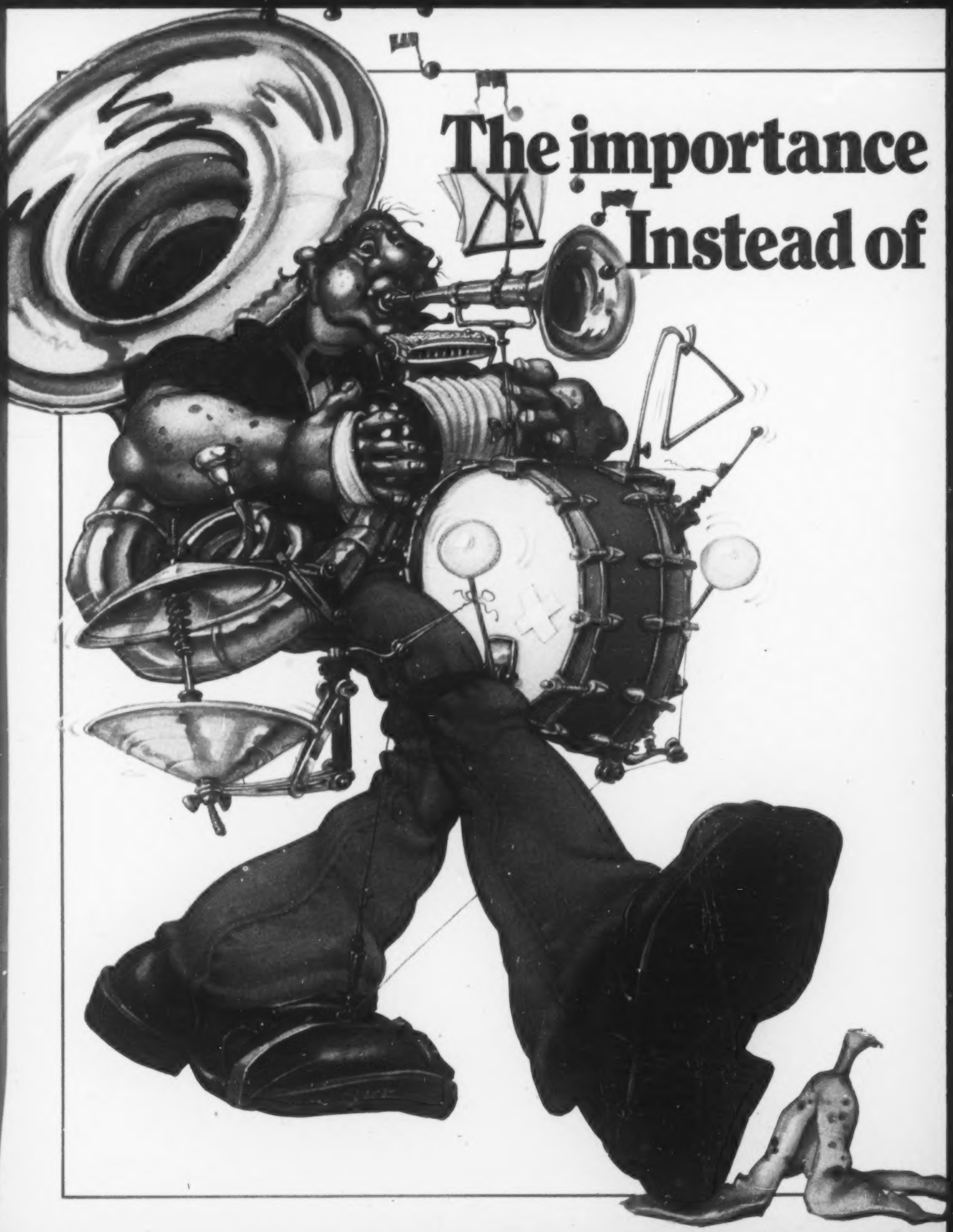
During Paper Week, the annual convention of the American Paper Institute held in New York City in March, Congressman Don Bonker (D-WA) who is chairman of the House International Economic Policy and Trade Subcommittee and Ambassador Alan Woods, Deputy U.S. Trade Representative reported that the European countries are not looking favorably on the extension of the Manufacturing Clause which they feel is certain to pass the U.S. Legislature. They say that if the Clause is *not* allowed to expire on June 30, 1986, they will impose limitations, restrictions and tarriffs on American paper coming into Europe. It is certainly a tit-for-tat situation.

The Congressman and Ambassador both encouraged the paper manufacturers in the audience to fight the extension of the Clause. API is remaining neutral on the issue, officially. Paper merchants who do not export paper may not be as concerned by restrictions on American paper going out of the country.

The printing industry is most troubled by the potential loss of jobs. In 1982 when the Clause gained a four-year extension, the U.S. Department of Labor projected that the expiration of the Manufacturing Clause of the Copyright Act could result in the loss of up to 367,000 jobs in the printing and publishing industry within five years. This significant potential loss was seen as posing great problems for paper merchants. So, in 1982, many merchant actively lobbied for the extension of the Clause.

At the moment, the paper industry is divided on the issue. Many merchants are siding with their customers on the issue and are concerned about their ability to sell paper locally if printing moves overseas. The paper mills, on the other hand, do not want to lose their export business.

The leadership of NPTA would appre-



The importance
Instead of

ROUND 2: BAY WEST VS. THE PAPER GIANT

# of doing one thing well.
doing too many things.

The Paper Giant certainly knows how to toot his horn. He seems to have everything that everyone wants in disposable products.

Until he slips up in the washroom.

He begins by selling through every distributor in town. The resulting price trenches send profit margins spiraling downward.

What's worse, the well-deserved sales from hard-earned end-user installations suffer a constant threat: being lost to nearby competitors who sell The Paper Giant's line, too.

It's not the kind of music anyone likes to face. Especially in the washroom, where the Paper Giant's emphasis on the food service market makes him march to the wrong beat. He's not in step with cost issues. Nor is he tuned into waste problems. Even his product quality strikes chords of user dissatisfaction.

Enter Bay West, the company that doesn't try to be all things to all people. *Just everything for the washroom.*

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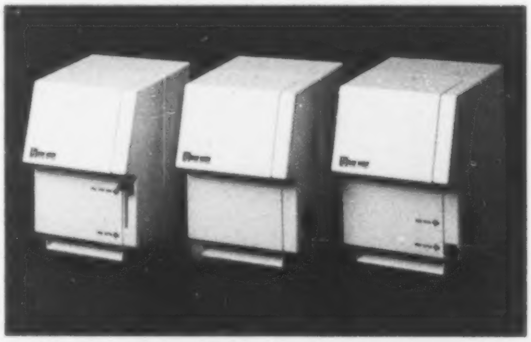

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ciate member comments on this issue. Member reaction will influence NPTA response to this issue.

INDUSTRIAL PAPER

RETAIL PACKAGING: BUILDING IMAGES AND PROFITS

Merchants involved in retail packaging report that business these days is more complicated but more profitable than ever. The key to these sales today seems to be in the ability of the merchant sales personnel in focusing on the *image* the retailer is attempting to promote for his business.

This packaging has become a moving advertisement for his product and business, in effect, and therefore must be more than simply attractive. Should it be boxed or bagged? Should the shopping bags be die-cut, snap handle, loop handle, "european tote," garment or some other new style? Should they be plastic or paper? After these decisions have been made, color, type of printing and of course design, must be agreed upon.

All of these decisions must be made for an item the consumer ultimately throws away! But, for the retailer it can build the image and sales of his business.

For the merchant, this business can be an excellent door opener for new customers, as well as a good business unto itself. But, the merchant personnel must be fully knowledgeable about costs compared to other media, and must have artists either on staff or as associates. He must have knowledge of printing processes and the kinds of papers and plastics that will produce the best results.

This year, because of the high interest on the part of merchants in this business, the NPTA Industrial Paper Division will present a session during the 1986 NPTA Convention and Exposition on retail packaging. More details on this session may be found in this issue in the 1986 Convention Schedule section.

SOUP IN A BOX?

The Campbell Soup Company reports that they are test-marketing soup in a carton through selected retail stores in the Boston area. The carton, which consists of multiple laminations of paperboard, foil and polyethylene, is the result of many years of research and was a major capital investment.

The soup being test marketed as a single serving, ready-to-serve, cream of tomato soup. It has been produced with the function of the microwave in mind. Consumers are expected to take it to the workplace, use it at home and in the future for usage in fast food outlets.

MICROWAVE USAGE PATTERNS

Microwave usage reflects American eating patterns and is changing them as well, says the American Institute of Food Distribution, as reported by the Single Service Institute (SSI). Results of a Roper Organization survey showed that microwaves are most frequently used for cooking frozen leftovers (69%), preparing snacks (53%), making coffee or tea (45%) and cooking various packaged foods (42%). The ovens are much less frequently used for preparing entire meals (11%), reflecting today's fragmented family unit and individualized time schedules, the survey reported.

On the other hand, microwaves may be changing our food choices says SSI. Foods that are normally cooked on a stove or in the oven, and, therefore, often shunned in summer, can now be prepared without heating up the kitchen. And summer fare, such as barbecued steaks, can be grilled when the weather is warm, then frozen and reheated when snow-drifts block the driveway!

SUPERMARKETS MAY BE SERVING BREAKFAST

Supermarket patrons think that hot food for takeout or in-store consumption is "important," according to a survey conducted by *Progressive Grocer* magazine. More than half of those responding thought in-store food service was a good idea. The findings support the national trend toward deli service, salad bars, bakeries, and sit-down eating facilities in supermarkets.

EVENTS

MAY

5–9. *Paper Distribution Management Development Program. Miami University, Oxford, OH. Contact NPTA.*

20. *Managing Customer and Product Line Profitability—A Key To Survival and Growth in the 80s. Minneapolis, MN. Contact NPTA.*

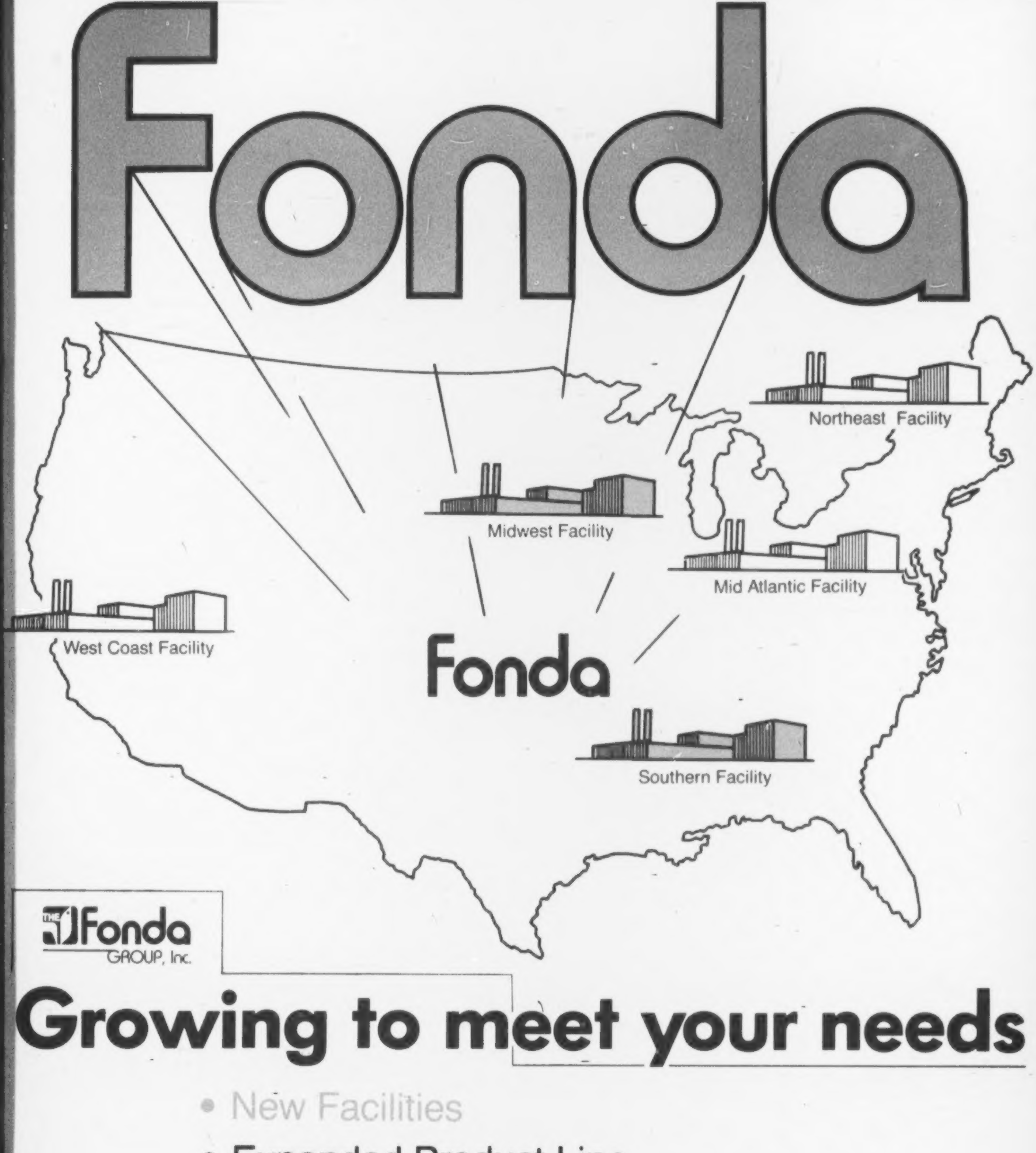
31. *New York Paper Merchants Association's Annual Installation Dinner, Grand Hyatt Hotel, New York, NY. Contact NYPMA.*

JUNE

4. *Productive Opportunities for Paper Merchants. Chicago, IL. Contact NPTA.*

AUGUST

21–23. *Quick Print Expo sponsored by the National Association of Quick Printers, Hyatt Regency Hotel, Chicago, IL. Contact Philip Battaglia, Quick Print Expo Manager.*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In-House Training: Why You Can't Afford Not to

Every distributor who has participated in a seminar or training session away from his office is struck by the ever-increasing cost associated with travel and related expenses. While there is no substitute for the learning process involved with attendance at seminars and other outside programs, alternatives are becoming more attractive.

A 1983 Distribution Research and Education Foundation (DREF) survey of 250 individual managers of wholesale distribution firms indicates that distributors primarily will train a growing number of types of personnel on an in-house basis.

Only recently have merchants begun to recognize the value in conducting training sessions on the company's premise. While the cost-savings are obvious, there are other reasons that should not be overlooked. First, a quality in-house program provides the merchant with the opportunity to present new concepts and information *customized* to that firm's specific marketing and personnel needs.

Second, the program can be presented at a time and place most convenient to the company's schedule. Third, as the company presenting its own program, attendance may be restricted.

In January, 1986, NPTA conducted an education survey that was completed by member presidents. Merchants were asked to identify the areas that most augmented their in-house training efforts. Merchants have traditionally called upon the knowledge of their mill reps as the technical experts to answer their questions and instruct their people. 97% of the respondents stated that they use mill rep sales meetings; 95% use mill supplied product knowledge materials. 64% reported that they use their own individually generated material. Merchants reported that other materials were used to augment training:

- 36% programs produced by outside training organizations
- 31% in-house training by outside consultants
- 25% NPTA-produced video programs
- 9% correspondence courses

As NPTA embarks on an ambitious video production program, it is expected that the 25% figure stated above will grow substantially because the in-house training movement is gathering momentum. Merchants have only just begun to discover the wide array of training resources available to them.

Bringing in a specialist to conduct an in-house training seminar provided many paper distributors a tremendous advantage in 1985. Selecting from a variety of NPTA national seminars, distributors who have brought programs into their own meeting rooms provided their people with a unique presentation customized to their specific needs. This special training option gave merchants an opportunity to discuss their individual problems and concerns with the consultant.

Following their Gordon Graham *Inventory Management* program, William Voisard, Copco Paper Company's corporate manager of purchasing and inventory in Columbus, OH said: "One of the fringe benefits of the program was the cost savings to Copco. Rather than an idividually-charged NPTA participant fee, the cost to Copco was a single charge—one-fourth that of sending managers to an NPTA Education and Training Department's open seminar."

Merchants participating in this in-house training option learned from Gordon Graham: how to manage their inventories, how to use the computer more productively and efficiently, cost effective ways to improve service and turnover, guidelines to make their warehouse run more efficiently, better ways to buy profitably—all customized to Copco's specific needs.

In Michael Ibison's *Keys to Growth as a Sales Manager* program, participants were given practical tools to: increase sales proficiency, gain a better understanding of sales motivation, direct their sales force more effectively, make the direction of their sales strategies more specific, and enhance the development of

SIGNIFICANCE OF INTERNAL TRAINING BY PERSONNEL TYPE

MAJORITY OF TRAINING ACCOMPLISHED "IN-HOUSE"

TYPE OF PERSONNEL	IN-HOUSE	OUTSIDE
Delivery	100%	0%
Warehouse	100	0
Inside sales	97	3
Outside sales	97	3
Purchasing/inventory control	85	15
Human resources	72	28
Accounting and finance	61	39
Data processing	45	55

50
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Marcal Paper Mills, Inc., Elmwood Park, N.J. 07407 individual sales people. And this was tailored to the needs of another company for their in-house program.

In his one-day *Profit Improvement Day* program, Ron Foster discussed ways merchants were better able to analyze their companys' sales volume, operating expenses, compensation policies and inventory and receivables.

Merchants from around the country have instituted a variety of in-house training programs specifically geared to their needs and budgets. Michael Warren, manager of training and development of Zellerbach Paper Company in San Ramon, CA has provided *Management News* with a look at his firm's in-house training program.

Warren on In-House Training

In an industry that prides itself on value added service, it is important that the added value extend to employees as well as customers. There are a variety of ways to accomplish this, but one of the most important and potentially rewarding is through in-house training.

Employee involvement has finally become recognized as a method to increase the functioning capability of organizations. What better way to involve employees than to utilize internal talent to develop, refine and administer skills training in the organization.

I am not advocating that all training originate from within the company. Most of us are operating with a lean staff and it is difficult to free up the local experts for training development. What I am advocating is that when packaged programs are utilized that they be "customized" for your particular organization and then, when possible, in-house personnel are utilized as the trainer/facilitators.

At the Zellerbach Paper Group, we have utilized this strategy for the past six years. The training manager, after a needs analysis, selects a program that will fulfill most of the ascertained needs. The program is customized for the organization and trainers are trained. The customization process in not static, but on-going, utilizing the particular talents of each facilitator.

The vast geographic area covered by the Zellerbach Paper Group, and the ever increasing cost of transportation and lodging necessitates, whenever possible, taking the training to the field. Keeping the training expense low for the individual business unit manager, resulted in a threefold increase in requests for sales training, as an example. Incidently, when a local site or unit bears some of the costs of the training, (they "buy-in"), they are more motivated to utilize the results of their investment. If all the costs and all the direction for training are borne by headquarters, it tends to dilute the acceptance of new concepts and skills—its *their program—not ours.*

The Zellerbach Paper Group places a high value on in-house training. With it, we are able to increase the number of programs available, train more employees, customize programs, utilize latent talents and involve more employees to work *with us*—not just *for* us.

ACTIVITY

PAPER MERCHANT STOCK/SALES RATIOS

The United States Department of Commerce (Bureau of the Census) publishes a "Monthly Wholesale Trade" report for eight durable goods and six non-durable goods wholesale sectors. "Paper and Paper Products" is one of the non-durable goods sectors tracked. No detailed breakdowns are available for printing and writing versus industrial and personal service paper, but the overall sector's performance for 1985 appears in the table. As the stock/sales ratio indicates, there was a slight inventory build-up during the third quarter of 1985, a drop by October, then another build-up during the fourth quarter.

Continued on page 63.

Monthly Sales, Inventories, And Stock/Sales Ratios of Merchant Wholesalers* (1985)

Total Paper & Paper Products	Sales	Inventories	Stock/Sales Ratios
(SIC Code 511)	($Millions)		
January	$2,774	$2,816	1.02
February	2,822	2,903	1.03
March	2,853	2,915	1.02
April	2,935	3,026	1.03
May	2,851	2,905	1.02
June	2,859	2,972	1.04
July	2,886	2,889	1.00
August	2,935	2,999	1.02
September	2,801	2,987	1.07
October	2,954	3,014	1.02
November	2,939	3,017	1.03
December (Prelim)	3,019	3,180	1.05

*Adjusted for seasonal variations.

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How Well Are You Managing Your Receivables?

Accounts receivable management and control is one of the keys to a successful paper merchant operation. With 31.6% of the average distributor's total assets tied up in receivables, the care of credit and collection is of paramount concern.

Every paper merchant knows that there is a considerable cost involved in selling on credit. The obvious cost most people think of first is the bad-debt loss. In reality, however, this is usually the smallest of the various credit costs. During 1984, "bad debt losses as a percent of annual sales" averaged much less than one percent: 0.15% for all printing paper merchants, 0.17% for industrial houses, and 0.13% for dual paper merchants. Based on NPTA's 1985 PAR financial survey, trade accounts and notes receivable constituted from 30–32% of total assets for the typical merchant in 1984.

A more important cost of credit is the cost of operating the credit department: making credit-granting decisions, keeping accounts receivable records, and performing collection activities. The costs of turning delinquent accounts over to an attorney or collection agency are very high, often in excess of 50% of the total amount collected.

Another important cost of selling on credit is the cost of capital tied up in receivables. The longer receivables remain outstanding the higher the cost of financing this receivables investment. Costs associated with multiple billing, collection efforts, and management time will all add to this capital cost. As a rough rule of thumb, one can assume that after 30 days, late payment costs the merchant about 1 1/2% per month (approximately the same rate many wholesalers charge on overdue receivables).

Table One has some receivables statistics, which are industry averages derived from NPTA's yearly PAR survey, related to average collection periods and the age of these overdue accounts.

Collection efforts should be balanced against potential losses in goodwill and future business. There are also cases where the merchant may, in effect, "finance" his customer with extended terms and compensate for the cost of financing with higher markups and/or interest charges. Such arrangements can be profitable for both parties, but they must be evaluated and monitored carefully by the "lender."

As one can see from Table One, printing paper merchants had the longest average collection period during 1984, at 42.5 days, versus 39.8 days for dual houses and 35.8 days for industrial merchants. The percentage of accounts overdue longer than 30 days was also highest in printing paper houses at 33.7%, versus 31.2% for dual and 28.3% for industrial merchants.

Going one step further in analyzing the receivables investment, a Return On Investment (ROI) framework should be used to establish and evaluate credit policies. Industry yardsticks are available from PAR reports to measure this investment—the ratio: Total Gross Margin On Average Monthly Accounts Receivable. Table Two shows the industry averages for 1982–84.

The formula used to calculate the statistics found in Table Two is:

Total Gross Margin
Return on Average
Monthly Accounts Receivable

$$= \frac{\text{Total Gross Margin}}{\text{Avg. Monthly Accts. Receivable}} \times 100$$

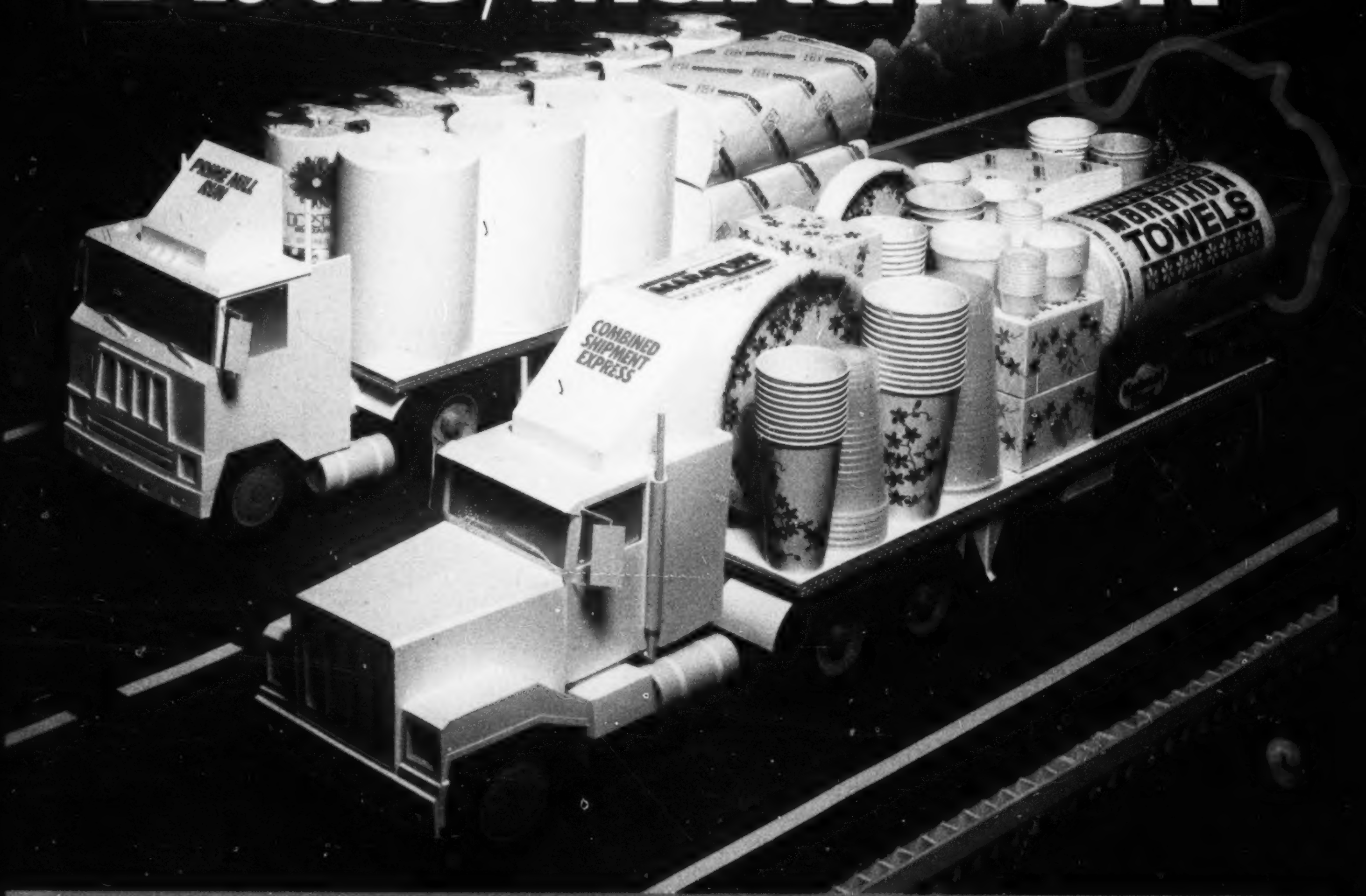
Table One

Accounts Receivable Trends
(Median Averages)

Type of Merchant Operation	1982	1983	1984
Printing Paper			
Average Collection Period (Days)	43.23	41.75	42.53
Accts. Rec. 30–59 Days Old (%)	20.04	19.49	20.77
Accts. Rec. 60–89 Days Old (%)	7.95	7.21	6.94
Accts. Rec. 90+ Days Old (%)	4.97	5.23	5.95
Industrial Paper			
Average Collection Period (Days)	35.59	34.34	35.75
Accts. Rec. 30–59 Days Old (%)	21.20	20.15	20.18
Accts. Rec. 60–89 Days Old (%)	5.46	5.66	4.32
Accts. Rec. 90+ Days Old (%)	5.15	4.69	3.84
Dual Paper			
Average Collection Period (Days)	39.66	37.56	39.81
Accts. Rec. 30–59 Days Old (%)	17.80	14.79	20.90
Accts. Rec. 60–89 Days Old (%)	6.54	3.50	6.32
Accts. Rec. 90+ Days Old (%)	4.25	1.91	3.98

1985 Data will be available by July, 1986.

DIXIE/MARATHON



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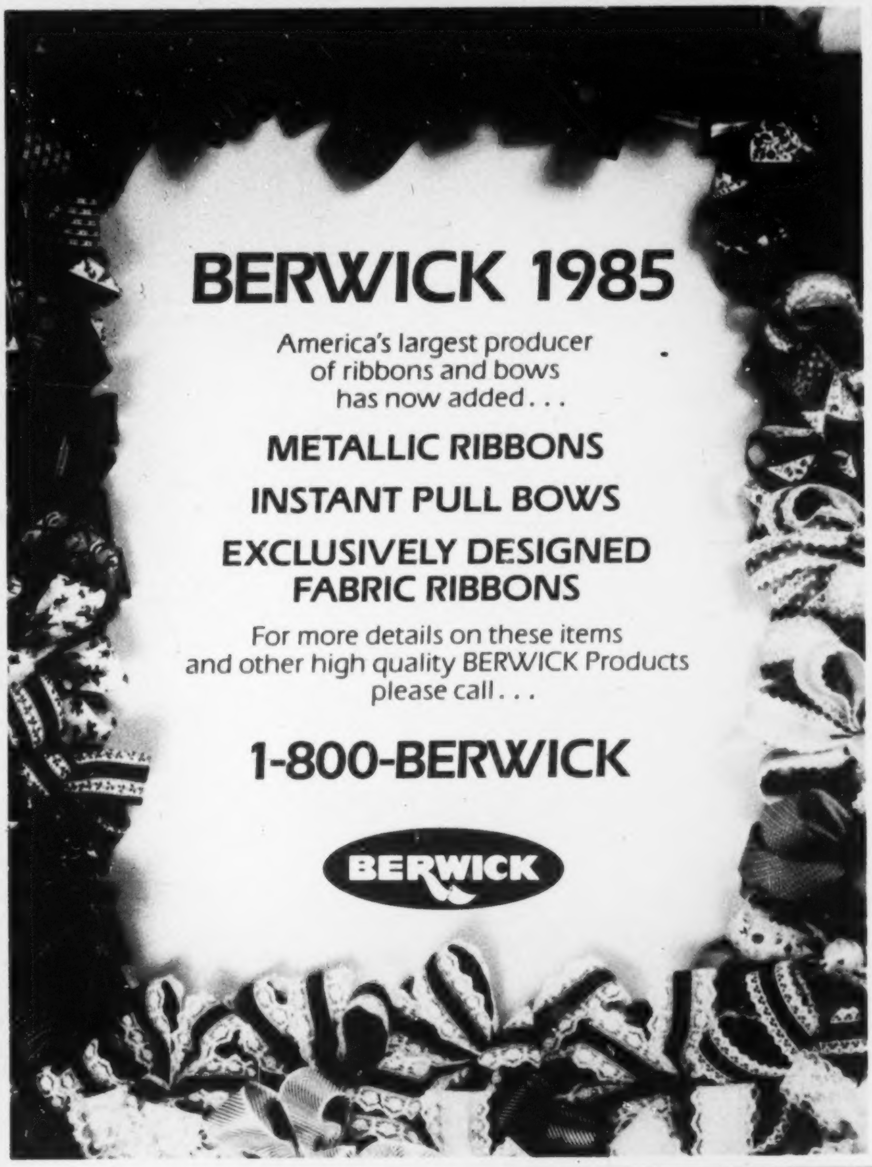

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There are two commonly used measures of accounts receivable management—Accounts Receivable Turnover and the Average Collection Period. *Credit* sales should always be used in accounts receivable performance measure calculations because accounts receivable are not influenced by cash sales.

The formula to calculate Accounts Receivable Turnover =

$$\frac{\text{Net Credit Sales for the Year}}{\text{Ending Accounts Receivable}}$$

$$\text{Example: } = \frac{\$900{,}000}{\$135{,}000} = 6.67 \text{ Times}$$

The average collection period, also known as the "average number of days sales in accounts receivable," is perhaps the most widely used measured of accounts receivable management and can be calculated in several ways. The most logical approach is the formula below: First, calculate avg. credit sales per day =

$$\frac{\text{Yearly Net Credit Sales}}{365} =$$

$$\frac{\$900{,}000}{365} = \$2{,}465.75$$

Avg. Collection Period =

$$\frac{\text{Accounts Receivable}}{\text{Credit Sales Per Day}} =$$

$$\frac{\$135{,}000}{\$2{,}465.75} = 54.75 \text{ Days}$$

The same information is used to determine both receivables turnover and the average collection period. In fact, 365 days divided by receivables turnover gives the average collection period. Potential problems to be aware of when developing these performance measures are:

1. The use of a 360 or 365 day year. Be particularly sensitive to any seasonal effects that may distort comparisons.

2. Rapid company growth. Sales per day might be relatively low, while accounts receivable investment could be quite a bit higher than the yearly average. It is generally better to calculate the "average credit sales per day" based on the most recent one or two months' sales.

For further information concerning receivables management, refer to two books by Dr. Peter Mullins of Management Foresight, Inc.: *Effective Financial Management for Wholesaler-Distributors* (1979) and *Measuring Customer & Product Line Profitablity* (1984). Both are available from NPTA. NPTA also sponsors a Customer/Product Line Profitablity seminar, to be held May 20, 1986 in Minneapolis, MN and on February 13, 1987 in Tampa, FL.

Receivable Investment*
(Median Averages)

Type of Merchant Operation	1982	1983	1984
Printing Paper Merchants (%)	135.9	138.9	124.1
Industrial Paper Merchants (%)	226.6	231.6	226.9
Dual Paper Merchants (%)	173.0	181.9	167.2

**Information is also available for direct and warehouse gross margin return on average monthly accounts receivable.*

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Commercial Insurance Liability— A Crisis?

Last December, Management News *reported that paper distributors were being faced with a dangerously confusing and frustrating problem: managing corporate risk and responsibility. The increase in liability rates and policy cancellations were described as the symptoms of an impending storm in the insurance industry. For some, the storm has arrived; still, shelter is available for all.*

In 1984, the insurance industry showed a pre-tax loss of $3.8 billion, and for 1985 the industry posted a pre-tax operating loss of $5.5 billion. The losses, which are the largest in the industry's history, threaten the existence of many insurance companies and in turn, the well-being of the people they insure.

The insurance business, like every business, runs on cycles caused by supply and demand. When the insurance industry appears profitable, the number of people selling insurance increases, creating a larger market supply of insurance at lower costs.

The Beginning of the Insurance Crisis

Insurance premiums began a decline some years ago that lasted from 1977 to the second half of 1984. The industry's underwriting experience became worse as prices dipped lower; while lower interest rates slowed the rate of investment growth.

The result, says David J. Prentiss, president, Agency Division, Property and Casualty Group of the CIGNA Corporation, was industry underwriting losses which exceeded investment income for 1984 and 1985. "We make money from two sources," explained Prentiss, "underwriting results (premiums in versus loss and expenses out), and investment income (premiums and surplus invested until paid out in losses or expenses)."

The Crisis Threatens Insurers and the Insured

After five years, the industry is moving into a cycle of increased premiums and improved earnings. But the increase in premiums is only beginning to offset five years of inflationary pressure. In many cases, prices are still inadequate for the current level of risk insurance companies face. The bottom line? Premiums will almost surely increase again in 1986.

For some insurers, the price increases may be too late. Some companies have a more pressing concern than profitability—their solvency.

Insurers must maintain adequate surplus capital to cover one-third of the premiums they write. They have not been able to maintain the accepted 3–1 ratio due to low premiums. And since underwriting losses are still draining surplus capital, insurers are unwilling to underwrite more business, shrinking the industry capacity and redirecting insurers' efforts away from less profitable business. And in some lines, few, if any companies, are willing or able to take up the slack Not even substantial rate increases can create a market. These industry pressures shrink possible insurance markets and make it difficult for many companies to offer competitive premiums.

The Courtroom Crunch

In addition to the insurance factors that are negatively affecting insurers, one non-insurance factor has been clearly isolated by industry experts as a major cause of the insurance availability and affordability crunch. In a recent speech to U.S. insurance commissioners, Lloyds of London Chairman, Peter Miller, summed up the problem. "The present legal system in the United States," said Miller, "makes it impossible for the liability underwriter to operate. And the reason for this is the total uncertainty as to how the U.S. courts will interpret the wording of the policies."

According to Prentiss, the crisis in the courtroom is the result of our new, dangerously complex, technological world. Modern technology, he says, offers as many hazards as benefits. In the courts' and legislatures' struggle to find ways of compensating injured parties within the framework of our legal and economic system, laws and contracts are being reinterpreted. "They are changing the rules even as the game is being played," Prentiss said.

Managing Risk Through an Industry Alliance

In 1981, the Risk Retention Act was passed, allowing groups to band together to purchase

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customers with United Paper, [illegible] they won't have to fit into someone [illegible] of size or quantity. We'll custom cut to [illegible] sizes. We welcome small, medium and large [illegible]

/ With our combination of services, and mill quality [illegible] we provide precision sheeting, trimming, cartonizing, [illegible] (free in truckload quantities up to 200 miles). And we do it your way, [illegible] Work with a converter who provides the custom service you and your customers [illegible]

/ To learn the complete United Paper story, send for our free 12-page full color brochure. Or call us at /616/ 651-2337. In Chicago, Milwaukee or Minneapolis, /312/ 876-0615 /

United Paper, Inc.
PRECISION SHEETING FOR MERCHANTS AND MILLS
One United Drive, P.O. Box 399, Sturgis, Michigan 49091

To help paper merchants plan their insurance needs, an NPTA insurance information form may be found on the facing page.

comprehensive general liability coverage, including product liability.

Paper wholesaler–distributors have an opportunity to join an insurance alliance organized by the National Association of Wholesalers (NAW). Premiums and coverage requirements can be stabilized when an industry group is formed because the insurance rates are then based on the collective experience of the group.

Currently, 97 trade associations have come together, under the NAW banner, including NPTA, to form an insurance cooperative. Each member company of each of the associations has an opportunity to join the insurance program. One of the real pluses of the plan is that to participate does not require changing brokers.

The coverages and services of the program are marketed to members of NAW and its affiliated associations, such as NPTA, by agents associated with Market Dyne International, a CIGNA company. Information or coverage is also available from a local broker or agent through the Insurance Company of North America (INA), a CIGNA company responsible for underwriting the NAW/NPTA program.

The Association Connection

Associations are able to negotiate reduced acquisition (sales cost) and administrative expenses. This encourages insurance companies to work through associations in providing better product and/or price.

The law of "safety in large numbers" also works to the advantage of association insurance plans. The greater premium base allows insurance companies to determine loss and expense more accurately. The information an insurer collects on an industry through assessing credible levels of risk also puts him in a position to communicate safety and loss prevention information to firms in that industry.

The NAW/NPTA insurance program is especially unique because it combines the purchasing power of more than 40,000 member companies—a truly gargantuan scale. The NAW programs generate $25 million in annualized premiums.

An Insurance Partnership

In selecting an insurer, NAW sought a true partnership. Competitively priced and appropriately worded insurance coverage needed to be included in a plan that would benefit both the insurer and the insured and have continuity.

The Insurance Administration Center, located in Park Ridge, IL, is responsible for the handling of the new NAW/NPTA insurance programs. The battle to stabilize insurance coverage and premiums can be fought by joining the NAW/NPTA insurance cooperative.

Elements of the Plan

The cooperative wholesaling industry plan includes property/liability/workers' compensation, group health insurance, disability coverage, life insurance and accidental death coverage. The many details of the program are spelled out in a booklet available from NPTA headquarters, but here are some of the highlights:

PROPERTY/LIABILITY/WORKERS' COMPENSATION. A plan is developed to suit the needs of the individual paper merchant. This is a volatile area for distributors. Costs have jumped radically and many have seen their policies cancelled.

GROUP HEALTH INSURANCE. "Comprehensive, high-limit health coverage is not a luxury, not a fringe—it's an absolute necessity!" reports NAW. "Any employer that does not provide group health insurance is exposing each and every employee (and their families) to the very real possibility of financial ruin."

The comprehensive hospital/surgical/major medical coverage is available with $100, $200 or $500 deductible; dental coverage in $25, $50 or $100 deductible.

DISABILITY INSURANCE. This is an area that is most often missing from company fringe benefit programs, but it is critical. The NAW/NPTA plan includes a $4,000 per month maximum payout.

LIFE INSURANCE. The industry plan has a new way to offer life insurance. Instead of providing the insurance directly, the Insurance Administration Center (the group administering the NAW/NPTA plan) gives all participants a "Life Insurance Purchasing Service." This lets them not only fit the needs of each company to available policies, but also allows them to shop for the lowest cost plan among the many insurance underwriters.

ACCIDENTAL DEATH. This has been recognized as important insurance and is very inexpensive. Any employee of a member firm, regardless of age or occupation can obtain $100,000 of coverage for less than 20¢ per day. The plan provides 24–hour coverage on and off the job and is not limited to just travel accidents.

SURVEY FORM

By providing the data requested below, you will assure that current information on the Wholesaler-Distributor Insurance Program reaches you precisely at the time insurance expenditures are on your managerial agenda. It is not critical that you answer every question, however, the more information you provide, the better equipped we are to serve you. Please return this Insurance Survey to:

Insurance Administration Center ☐ 1480 Renaissance Drive ☐ Park Ridge, Illinois 60068

—Please Type or Print—

Firm Name ______________________________

Address ______________________________

City/State/Zip ______________________________

Attn: ______________________________ Phone #(______) ____________

Name of Commodity Line Association ______________________________

Fed. Tax. ID#______ / ________________ Fiscal Year End ____________ (Month) Number of Employees:__________

......EMPLOYEE BENEFITS......

Please provide name of insurance company (if "none", or "self-insured", so indicate) as well as policy anniversary date or date of last rate change.

Health ______________________________

Life ______________________________

Disability ______________________________

Accident (AD&D) ______________________________

It would be very helpful if you include a copy of the employee booklet(s) and a copy of your most recent premium statement(s)!

......BUSINESS INSURANCE — PROPERTY/LIABILITY/AUTO/WORKERS COMP......

Please provide name of insurance company and expiration date of each policy. If you find it difficult to extract this basic information (and you probably will) have someone photostat the face page or "declaration" page of each policy (i.e., package, workers compensation, umbrella, etc.) and send those copies along with this survey. We will then extract the timing information for you.

Package (Property/Liability) ______________________________

Commercial Vehicle ______________________________

Workers Comp. ______________________________

Umbrella ______________________________

......MISCELLANEOUS INFORMATION......

Do you maintain company-owned Key Man Life Insurance ☐ Yes ☐ No

Would you be interested in attending a local or regional seminar on "Controlling Corporate Insurance Expense"? ☐ Yes ☐ No

If you have comments, questions or recommendations as to how your association can better assist your firm in controlling rising insurance expense, please include them on the reverse.

The National Paper Trade Association

The Voice of the Paper, Plastics & Allied Products Industry

The National Paper Trade Association is a non-profit wholesale trade association. Since its founding in 1903 it has served as the industry's national representative in member training, educational assistance, legislative representation and other member services. Through the years, the NPTA has become the established voice of the paper, plastics and allied products industry serving its 1800 members in the United States, Canada and more than 30 other countries as the vital communications link and communications source.

The Association's membership represents over $26 billion in annual sales.

The Association serves its membership by providing an Annual Convention & Exposition, numerous publications including the monthly *MN (Management News)* magazine, industry financial reports such as "PAR" (Performance Analysis Report) and *Paper Merchant Sales Report.* Numerous educational seminars and workshops tailored to the needs of member merchants, industry research reports, legislative representation and an extensive member benefits program are also provided. The Association is also a forum for the sharing of timely ideas and issues pertinent to the industry.

NPTA has gained its strength from its devoted membership. These companies participate in constructive dialogs, idea exchanges and help create a better industry for all.

Mission Statement of NPTA:

The National Paper Trade Association will continue to be viewed as a leading industry trade association by paper, plastics and allied products distributors and suppliers, and as the organization assisting the member companies toward more productive and profitable operations.

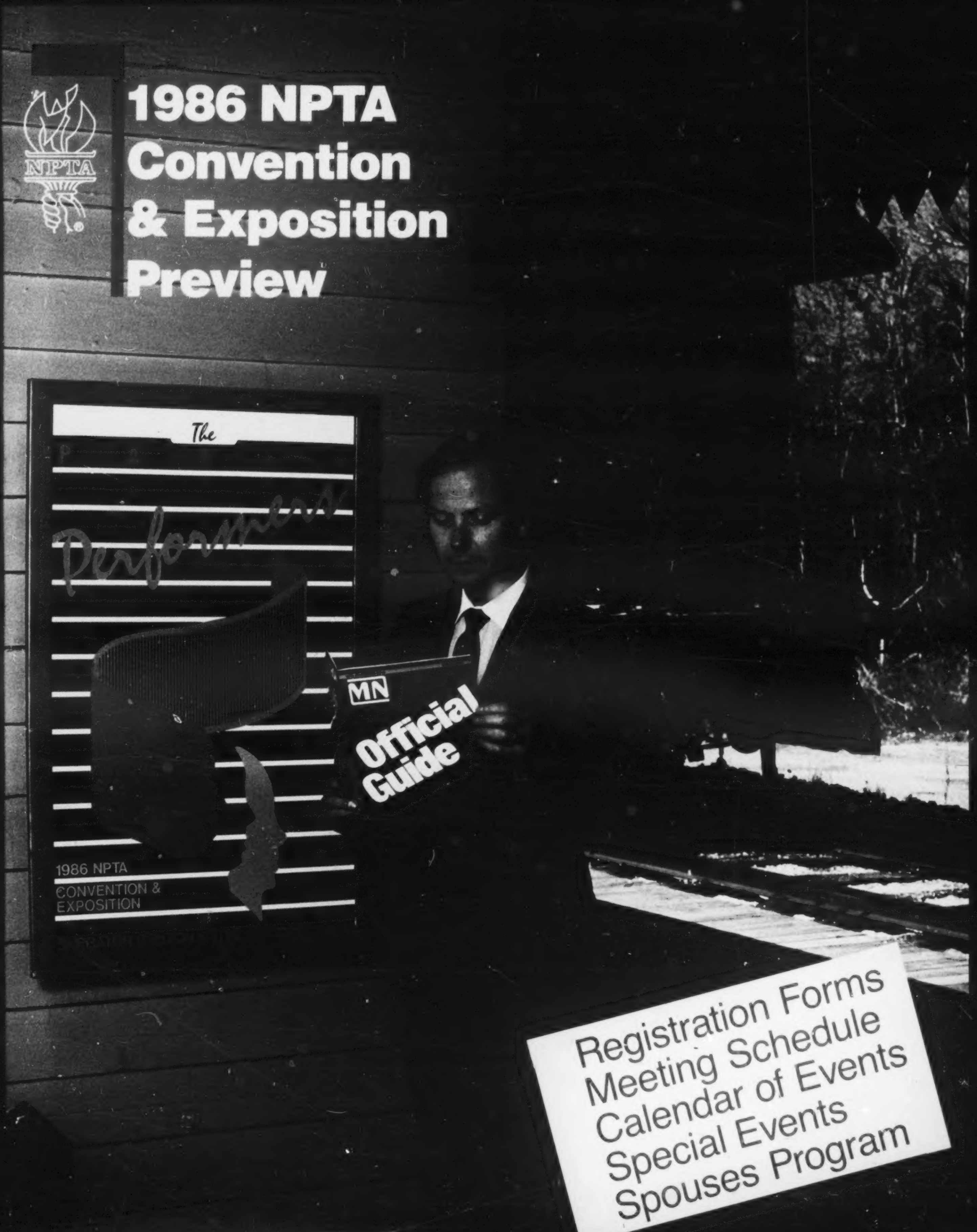
Future NPTA Convention and Paper, Plastics and Allied Products Exposition Dates

1987—September 19-22, Westin Peachtree Plaza, Atlanta

1988—September 17-20, Hyatt Regency Hotel, Chicago

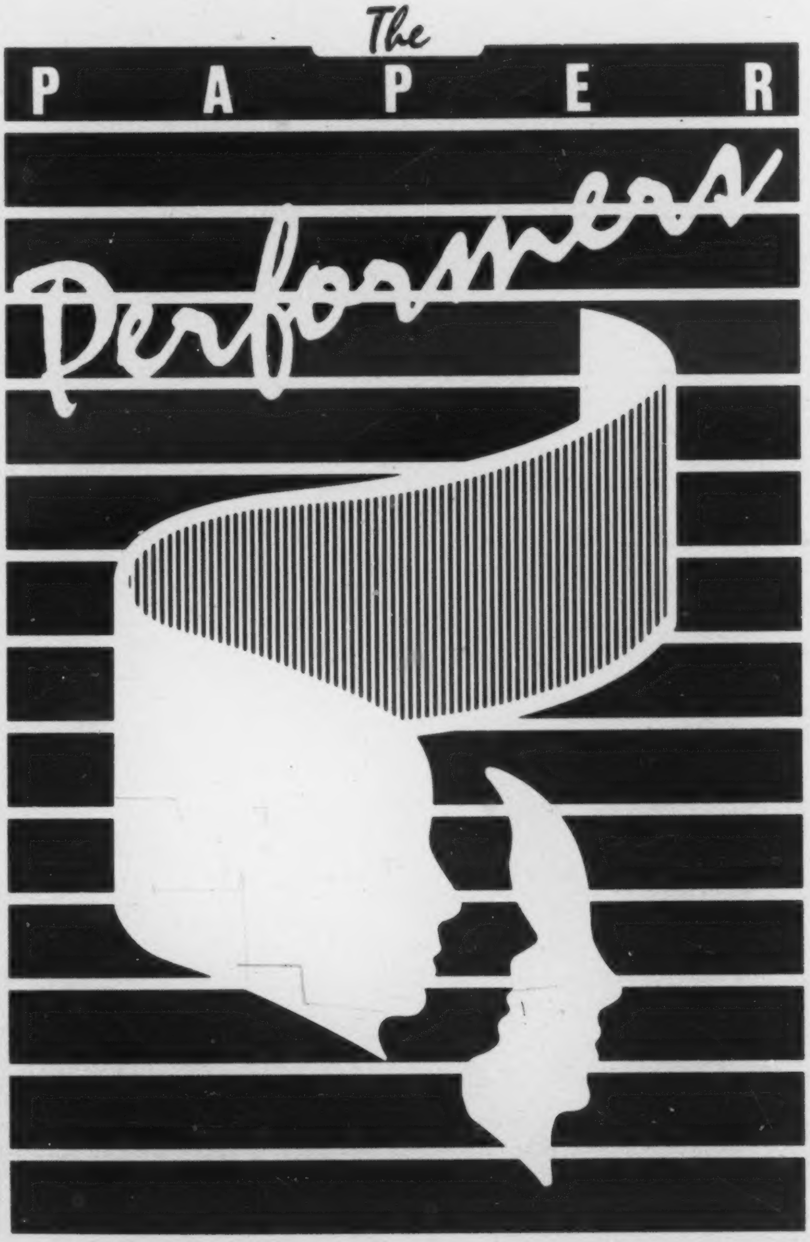
1989—October 28-31, Anaheim Marriott, Anaheim Hilton, Anaheim

1986 NPTA Convention & Exposition Preview


NPTA
The Performers
1986 NPTA CONVENTION & EXPOSITION
MN
Official Guide

Registration Forms
Meeting Schedule
Calendar of Events
Special Events
Spouses Program

The Paper Performers: September 13–16



It is with great conviction that the National Paper Trade Association selected "The Paper Performers" for its Convention theme this year. *People* are the driving force that make a paper distribution operation profitable, run efficiently, and address the needs of the marketplace. Without real performers, a company cannot guarantee its success.

"The 1986 NPTA Convention logo graphically illustrates the importance of people in our industry," said Richard W. Abrams, NPTA chairman who is president and CEO of West Coast Paper Company in Seattle, WA. "Paper distribution is an important part of our service economy and our people are the ones who make the whole system work. Plans for the Annual Convention call for the recognition of the people in our industry, the real performers, with a continued emphasis on education and training." Abrams said.

The 1986 Convention & Exposition will be the best ever. This is NPTA's first trip to Boston and many special events are planned that will make the 1986 Convention long remembered: The Chairman's Luncheon featuring the Stanley O. Styles Industry Excellence Award recipient and featured speaker the Honorable Jeane J. Kirkpatrick, former U.S. Ambassador to the United Nations.

The NPTA Annual Convention will salute the industry performers this year in Boston MA.

Paper/Plastics & Allied Products Exposition activities for 1986 will mark the 50th anniversary of the show. A special Wine and Cheese party and CEO Day will make this show a most memorable occasion.

The Convention program, as outlined in this issue of *MN,* demonstrates the importance of the individual to paper distribution activities. The sessions cover a great variety of important topics. Each and every person who attends should put the accent on education for themselves by attending all of the programs. Everyone can benefit.

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STANDARD

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OUR COMPETITION IS GOOD... THAT'S WHY IFC HAS TO BE BETTER.

Look closely at IFC Nonwovens and you will find something interesting. Old-fashioned values like customer attention, quality, and cost concontainment are at the heart of our success. Innovation is the key to advantage.

We've got a new look—and we are anxious to show what it means for you . . .

A TRADITION OF GROWTH

Constructive and rapid change have been the focus of IFC's development from a regional wiping cloth company to what we are today—a fully integrated nonwoven manufacturer serving a nationwide market through janitorial and paper merchant distributors.

A PASSION FOR CUSTOMER SERVICE

Recent consolidation of all corporate divisions along with a major expansion of our headquarters in Jackson, Tennessee places our entire resources within five hundred miles of more than seventy-five percent of the U.S. population.

Our commitment to service includes lots of "little things" that set IFC apart from the competition. For instance, no minimum order quantities, an active bid support program to assist distributors in identifying and taking new bid opportunities, "Rapid Ship"™ —our corporate commitment to averaging 3.5 days shipping time on PPG orders, distributor training seminars (after all we have a lot of inside knowledge about end-user sales techniques including our nationally recognized telemarketing program).

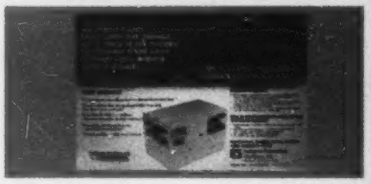
INNOVATIVE MARKETING

Finding new and better ways of helping our distributors increase sales is our constant goal. We've got some pretty good practice doing new and unique things. For instance, the full-line concept of over sixty-five different kinds of wiper products was originated by IFC; we were the first to lower costs by reducing wiper sizes to eliminate wasted surface area and we're the only manufacturer to provide private labeled and "branded/non-branded" cases in small quantities to help distributors promote their own brands; and the introduction of our PPG (Preferred Product Group), a select group of ten wipers proven to be the most preferred by the marketplace.

UNEQUALED PRODUCT VARIETY

Not only do we manufacture a complete series of the best laminated and reinforced fabrics, we also bring together a package of various nonwovens representing a broad spectrum of state-of-the-art technology. But, let's not get carried away with variety. Our early years experience directly servicing end-users taught us that a small, simple grouping of the best selling wipers is sometimes a real advantage in the marketplace.

So whether your need is variety, or on the other hand, simplicity, IFC offers both a full line of products for every need; and a select group of wipers (PPG) specially designed with ease of sell and popularity in mind.



MEETING THE CHALLENGES OF THE FUTURE

We are proud of our past. But, we are more excited about the future and the changes IFC Nonwovens has yet to bring to the disposables marketplace. Our recent turnover of thousands of end-user account leads to distributors nationwide is one more indication of our commitment to traditional distribution as our exclusive sales vehicle.

Our competition is good. So we work hard every day to develop new ways for our distributors to sell wipers. As somebody put it—"You Ain't Seen Nothing Yet!"

IFC Nonwovens

(Formerly Industrial Fabricators, Co.)

Nonwovens For Industry and Health Care

CALL US TODAY 1-800-IFC-WIPE
(432-9473)

Schedule of Meetings

SATURDAY

Michael Ibison

Creating the Successful Environment
10:00 a.m.–12:30 p.m.
A Young Executives Forum Program: Open to All

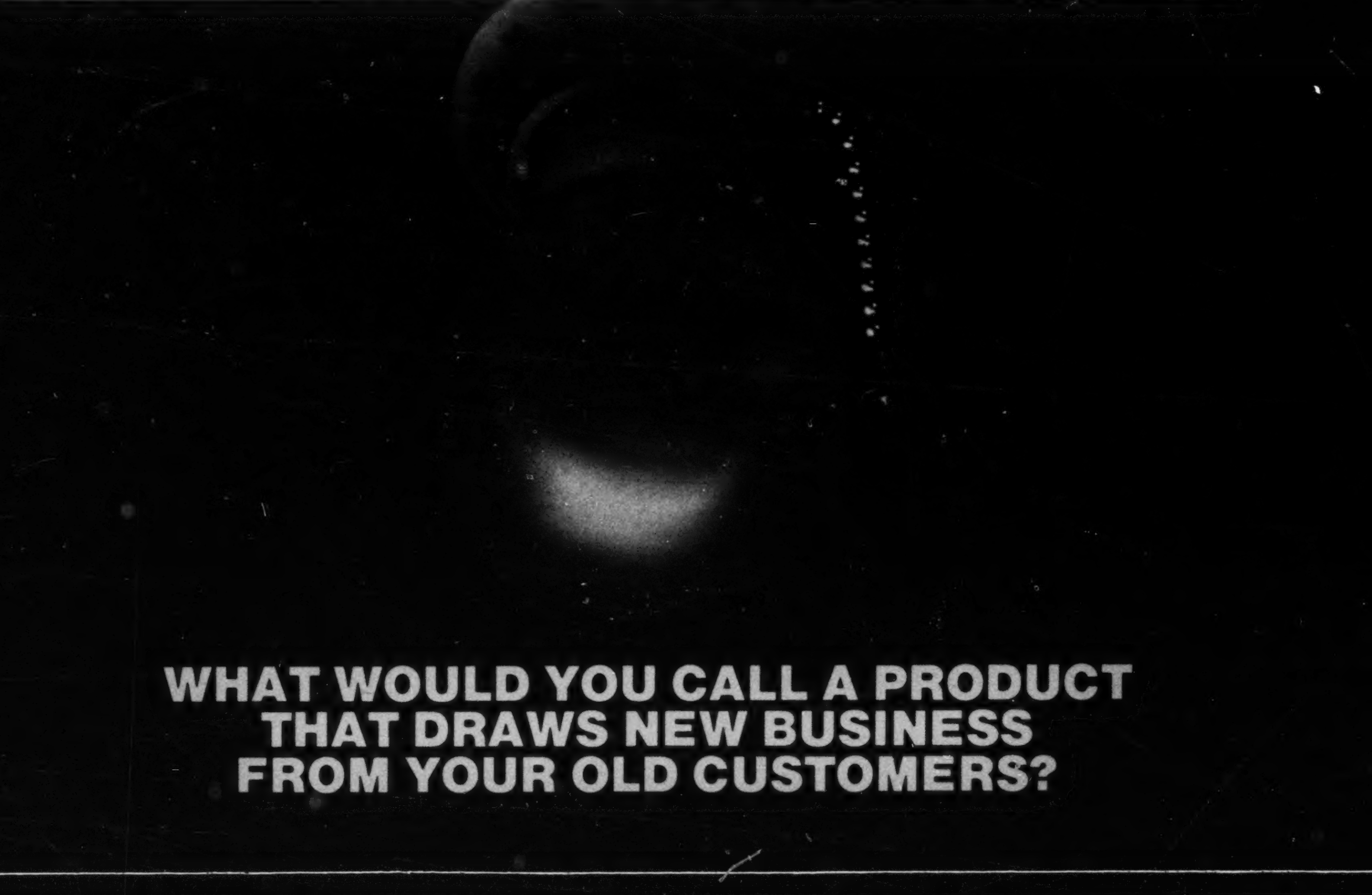
The thrust of this two and one-half hour session, open to all Convention attendees will be to demonstrate how management becomes a major influence on employee performance. Michael Ibison, noted consultant and management development specialist will discuss the realities of motivation, workable steps toward creating a more motivated environment and personal recognition of management style. Given the need for more productive employees, he will discuss how that style can positively and negatively influence productivity and motivation.

Young Executives Luncheon
12:30 p.m.–1:30 p.m.

This special luncheon for members of the Young Executives Forum (YEF) is an opportunity for up-and-coming managers to meet and share experiences. Tickets are required: $35.00 each. (Use Special Events Form to order tickets.)

YEF Workshop—The Young Executive's Role in Managing for Top Performance
1:30 p.m.–2:30 p.m.
YEF Members Only

In this closed session, Michael Ibison will present a logical expansion of the morning's program. Ibison will discuss the real impact of



reward systems, both formal and informal, how to determine whether managers are rewarding the right behaviors, effectively establishing performance expectations with employees and steps toward managing those expectations. This session is structured to be interactive, allowing for YEF member participation in the discussion.

Retail Packaging: A New Frontier for Paper Merchants? 3:00 p.m.–4:30 p.m.

According to the latest U.S. Census Bureau's Economic Census, American manufacturers of retail packaging are producing $5.4 billion worth of paper and plastic shopping, merchandise and grocery bags and sacks as well as gift wrap papers. Add to this what is being imported from overseas and the results is a terrific market!

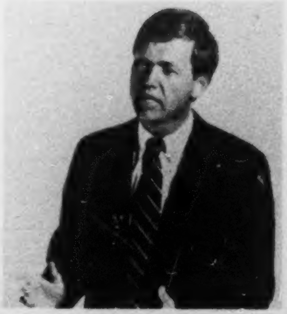
This year the NPTA Industrial Paper Division will present a session on the components of this business and how to get started in it. It will be presented in panel form featuring two paper distributors who are operating retail packaging departments in their firms and one customer/buyer of retail packaging.

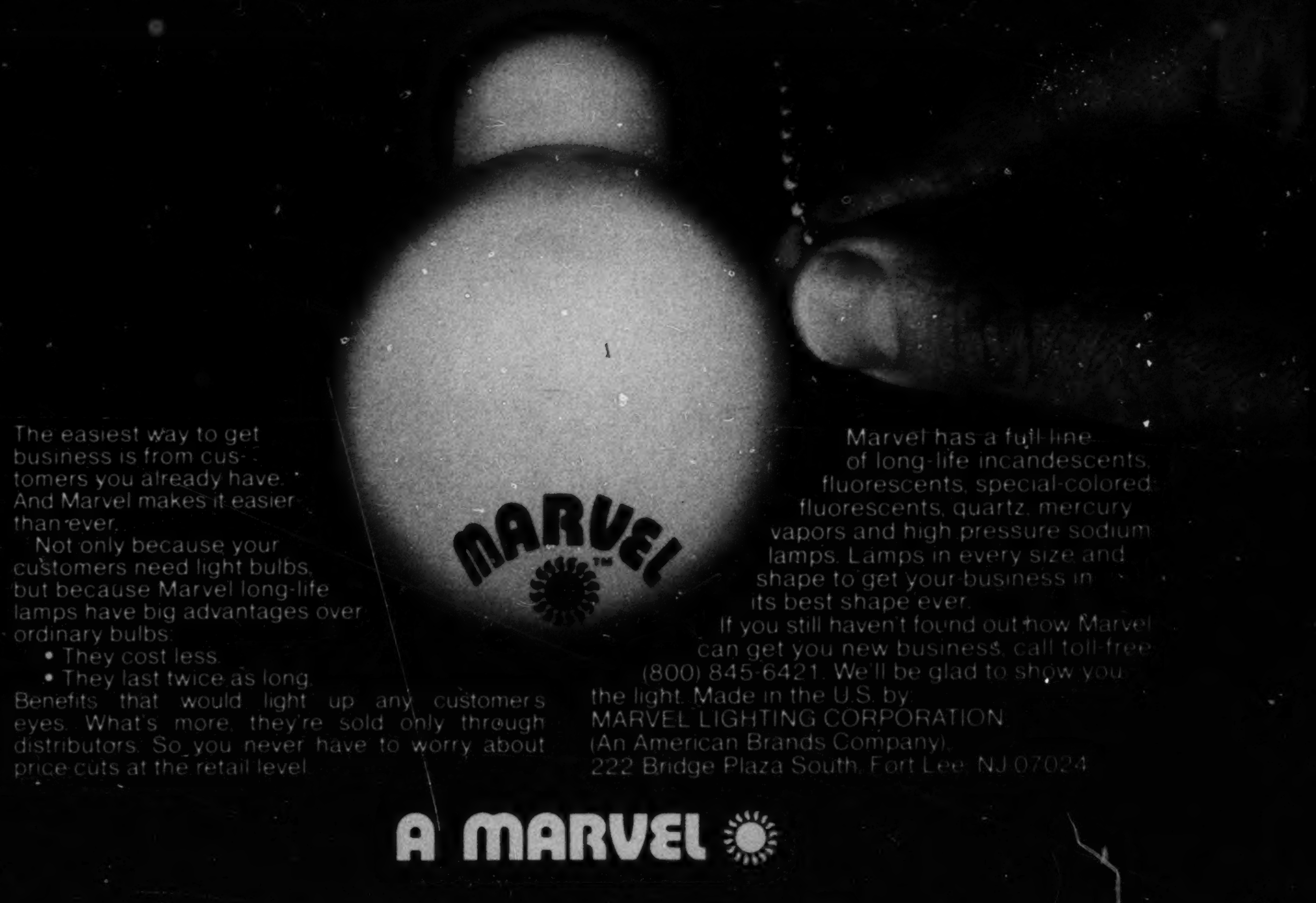
The discussion will center on the pros and cons of selling this product line, what some of these products are, who they are marketed to and what preparation is needed to handle these lines. From the customer side, what they look for from the distributor, how they select the kind of packaging they buy, and what special services they require from their distributor are explored.

SUNDAY

General Business Session 10:00 a.m.–11:30 a.m.

Always a most informative program, this year's General Business Session will include presentations by two very prominent speakers. Dr. Barry Asmus is a well-known authority on


Dr. Barry Asmus



The easiest way to get business is from customers you already have. And Marvel makes it easier than ever.

Not only because your customers need light bulbs, but because Marvel long-life lamps have big advantages over ordinary bulbs:

- They cost less.
- They last twice as long.

Benefits that would light up any customer's eyes. What's more, they're sold only through distributors. So you never have to worry about price cuts at the retail level.

Marvel has a full line of long-life incandescents, fluorescents, special-colored fluorescents, quartz, mercury vapors and high pressure sodium lamps. Lamps in every size and shape to get your business in its best shape ever.

If you still haven't found out how Marvel can get you new business, call toll-free (800) 845-6421. We'll be glad to show you the light. Made in the U.S. by:
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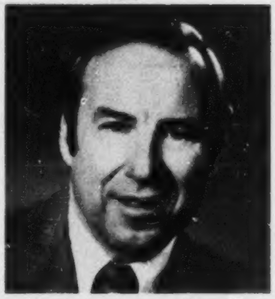
A MARVEL



Captain James Lovell

Jeane J. Kirkpatrick

economics whose common sense approach has demystified the subject for audiences around the country. The response to his presentations has been nothing short of "sensational." Convention goers will not want to miss his special insights into our current economic issues.

Captain James Lovell is a veteran astronaut who piloted Gemini 7 and 12 missions, Apollo 8 (man's first voyage to the moon) and was commander of Apollo 13—America's ill-fated moon shot that was cut short by an oxygen tank explosion. He knows the dangers of space exploration first-hand and his experiences have captivated audiences throughout the world.

CEO Sunday

11:00 a.m.–4:00 p.m.

Convention Sunday will be an important time for *all* industry leaders. On the floor of the Exposition, all supplier and merchant CEOs, presidents, company chairmen and chief operating officers will meet and greet Convention goers. This is a great opportunity for everyone to meet the leaders of the paper industry.

NPTA Annual Business Meeting

11:30 a.m.–12:00 Noon

NPTA Members Only

The Annual Business Meeting of the National Paper Trade Association is an opportunity for members to learn of the activities of the Association in the past year. It is also a time to help forge the direction the Association will take in the industry. New Board members and officers will be elected at this meeting.

Wine and Cheese Party

3:00 p.m.–4:00 p.m.

This year the 1986 exhibitors and NPTA will throw a *Wine & Cheese* party in honor of our industry's CEOs: both suppliers and merchants! It is NPTA's way of saying "thank you" to all their friends in the paper industry. *ALL* CEOs are cordially invited to attend to be on-hand to meet all Convention goers.

MONDAY

The World Report: A Global Look at Printing Paper

10:00 a.m.–12:00 Noon

In the past three years, paper distribution has become a world market. International developments—both economic and political—have affected paper distributors in their own backyards. "The World Report" will give the paper merchant a better understanding of how activities on other parts of the globe are affecting his marketplace. Many experts say that if you are not aware of the world view of printing paper—you should be.

The major emphasis of this presentation by a noted international panel of experts will be: import/export forecasts, competitive advantages of a variety of countries and the changes taking place in Europe that will affect US markets. They will offer opinions about the long-term significance of this trend and its likely effects. Will American paper distribution ever be a "local" market again? Questions will be invited from the floor. This program is a presentation of the Printing Paper Division of NPTA.

The Paper Performers' Reception

12:00 Noon–12:30 p.m.

As a prelude to the Chairman's Luncheon, this cash bar reception is an opportunity for all at the Convention to meet and greet one another.

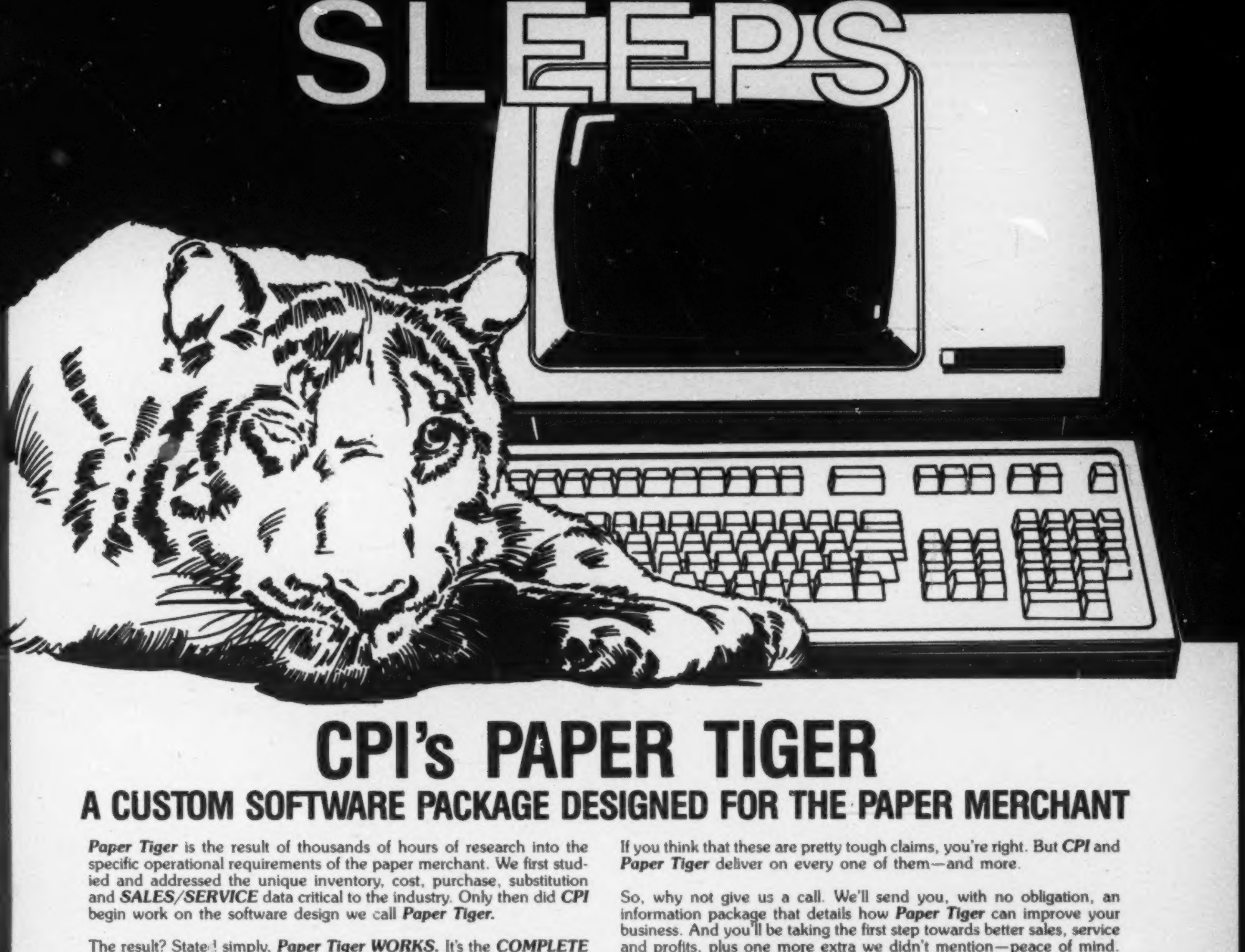
The Chairman's Luncheon

12:30 p.m.–2:30 p.m.

The highlight of the 1986 Convention and Exposition will be the annual Chairman's Luncheon, the proceeds of which will go to support the Paper And Plastics Education Research (PAPER) Foundation. This gathering will feature two very important presentations. The first is that the 1986 Stanley O. Styles Industry Excellence Award that will be given to an outstanding industry leader. The presentation of this Award has become a momentous occassion for paper distributors and suppliers alike. Its heritage is noteworthy having been received by William Zellerbach and Albert Duval in the past two years. (The 1986 winner will be announced in the August issue of *MN*.)

The second part of the event will be the presentation to be made by our nation's former Ambassador to the United Nations: The Honorable Jeane J. Kirkpatrick. It has been said that Ambassador Kirkpatrick is "one of the strongest voices and keenest minds the United States has ever enjoyed in an Ambassador to the United Nations." She is the first woman to ever hold that post and her views on American foreign policy are often dramatic.

THE TIGER NEVER SLEEPS



CPI's PAPER TIGER

A CUSTOM SOFTWARE PACKAGE DESIGNED FOR THE PAPER MERCHANT

Paper Tiger is the result of thousands of hours of research into the specific operational requirements of the paper merchant. We first studied and addressed the unique inventory, cost, purchase, substitution and ***SALES/SERVICE*** data critical to the industry. Only then did ***CPI*** begin work on the software design we call ***Paper Tiger.***

The result? Stated simply, ***Paper Tiger WORKS.*** It's the ***COMPLETE*** system for the paper merchant. It gives you instant access to accurate, timely data that helps provide your customers with better service. As a result you sell more product, operate more efficiently and are more profitable.

If you think that these are pretty tough claims, you're right. But ***CPI*** and ***Paper Tiger*** deliver on every one of them—and more.

So, why not give us a call. We'll send you, with no obligation, an information package that details how ***Paper Tiger*** can improve your business. And you'll be taking the first step towards better sales, service and profits, plus one more extra we didn't mention—peace of mind.

CPI, Inc.
Route 34 & Artisan Way, Post Office Box 188
Colts Neck, NJ 07722
1-201-462-8900

These are the people behind our commitment to paper

Georgia-Pacific people: ready, willing and able.

At the heart of our commitment to paper are the people who are committed to Georgia-Pacific. They are our "staff of life," and it's because of them that we're emerging into one of the biggest and best printing paper companies in the country. Furthermore, we're continually adding new people and training our present personnel to grow with us.

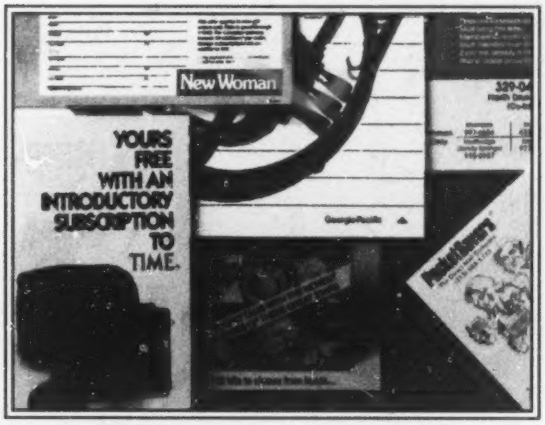
For example, we've expanded our sales and customer service departments to make sure our customers get the ongoing service they require. And we're supporting these people with an improved technical service department. We know that the only way we can keep our present customers and add new ones is by providing the best products and service possible.

Of course we will continue to invest in the best machinery, the best technology, the best systems. But our ultimate investment is in our people. Paper makers, product managers, quality control people, technical sales and service personnel, every single person who works for us. They are the ones who make it possible for Georgia-Pacific to give you what you need when you need it—the finest quality printing paper.

Superb printing stock: the culmination of our commitment to paper.

When you sell Georgia-Pacific paper, you can be confident your customers will be satisfied with its performance. When you print on Georgia-Pacific paper, you'll be pleased with the results. Because our goal is to make it possible for you to operate your presses at full speed, without making adjustments and without worrying about bad runs. And to help you do the kind of work good reputations are built on—clear, sharp and vibrant.

Before you put in your next paper order, take a good look at Georgia-Pacific. Because our commitment to becoming the best in the printing paper business is really a commitment to you.



Commercial printers depend on Georgia-Pacific for uncoated papers to fill all their needs—from cover and text grades to premium opaques to matte coated to offset papers.

Georgia-Pacific
Printing Paper Division

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And you are not limited to one or two airlines. **Rich Worldwide** can save you money on *any* airline you choose simply because they book so many seats each year on *all* major carriers. The truth is that they can book airline seats *cheaper* than you can — and you save.

Jim Kent

Frank Cooper

The Chairman's Luncheon is a very special event and Convention registrants are encouraged to purchase tickets early. Luncheon tickets may not be available on-site. Tickets are $75.00 each. Proceeds from the luncheon will go to support the PAPER Foundation. Tables for 10 are $750.00. (Use the Special Events Form to order tickets).

The Party Store Concept: A Discussion on Current Conditions and Developments

2:45 p.m.-4:30 p.m.

During the past five years, hundreds of retail paper distribution stores have been opened by paper merchants and these represent assortment of types: printing papers, office supplies, office equipment, and industrial supplies. No store concept has been more popular than the party store, with its wide range of products.

This area of distribution has its own set of opportunities and problems. **Jim Kent**, chairman of Associated Paper and Supply Co., Lithonia, GA, and president of Partyland Stores, a seven store chain in Georgia, will lead a panel discussion of the development in this segment of the retail paper business. Present and future success cannot be attained by using yesterday's practices. Come to hear about current conditions.

TUESDAY

The Customer Signs Your Pay Check

9:00 a.m.-11:00 a.m.

Customer service is the name of the game for paper distributors. **Frank Cooper**, the presenter of this session, wants everyone to remember that "The Customer Signs Your Pay Check." He is a specialist in customer relations and successful selling techniques.

Good customer service is a demonstration of going that extra mile. **Frank Cooper** is a proponent of always doing just a little bit more than is expected. The result? Greater respect from customers and increased business. He will speak of many useful techniques to improve a company's customer service program.

How to Keep the Company Pond Stocked with the Right People

9:00 a.m.-11:00 a.m.

The human resources component of the paper distribution industry continues to grow in importance. Having the right person to fill an unexpected opening, or to take advantage of a new opportunity does not happen by accident. It requires strategy, planning, and a little luck.

Come hear how your firm, big or small, can be well positioned to develop "The Paper Performers" of tomorrow.

CIRCA '83

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Ambassador Kirkpatrick to Keynote at Chairman's Luncheon

"She stands a giant among the diplomats of the world," said President Ronald Reagan. "The vision, courage and statesmanship contributed to the free world by women like Margaret Thatcher, and Golda Meir have now been matched by Jeane Kirkpatrick, one of our own." Dr. Kirkpatrick is a recipient of the Nation's highest civilian honor: The Presidential Medal of Freedom.

One of the strongest voices and keenest minds the United States has ever enjoyed in an ambassador to the United Nations, Dr. Kirkpatrick returns to private life, where—in her own words—perhaps even more than in public life, "I can speak out clearly on behalf of such shared foreign policy objectives as restoring and preserving American strength, supporting democracy and independence in the hemisphere, defending our friends, our principles and our interests..."

She will continue to comment and be listened to by governments and people everywhere, having earned their respect and admiration for the outstanding statesmanship, impeccable credentials and major accomplishments in a remarkable career.

Jeane J. Kirkpatrick was appointed United States Permanent Representative to the United Nations by President Ronald Reagan in January, 1981, making her the first woman to serve as chief United States representative to the world body. She also served as a member of President Reagan's Cabinet.

In late January, 1985, Ambassador Kirkpatrick resigned her position after serving the longest term of any United Nations Ambassador since the Honorable Adlai Stevenson (1961–1965). In April, 1985, Ambassador Kirkpatrick returned to private life to teach, write and lecture.

Prior to her United Nations ambassadorship, she was Leavey University Professor at Georgetown University in Washington, DC. She also served as resident scholar at the American Enterprise Institute for Public Policy Research. She has now returned to both positions. In addition, she is writing a much anticipated book, has undertaken a weekly syndicated

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newspaper column on international affairs, and signed for a series of lectures in the United States and abroad.

Through the years, Dr. Kirkpatrick has lectured extensively in the U.S. at conferences and forums on political and international issues. She has also participated in the programs of the U.S. Information Service (USIS) and the Department of State in Europe, Africa, Asia, and Latin America.

During the 1980 Presidential campaign, she was a member of President Reagan's foreign policy and advisory group. On April 3, 1985, she formally changed her registration to the Republican party.

"Remarks by the Honorable Jeane J. Kirkpatrick" will be the title of the Ambassador's presentation at the 1986 Chairman's Luncheon. Her vast experience in U.S. foreign affairs and international politics will make her presentation very timely, especially with the House and Senate elections that are soon to follow.

All those who attend the 1986 Convention and Exposition should not miss the Chairman's Luncheon to hear Ambassador Kirkpatrick and to be on-hand for the presentation of the Stanley O. Styles Industry Excellence Award to a paper industry leader. *Tickets are $75.00 each, tables of 10 are $750.00.* (Use the Special Events form to order tickets.)

SCHEDULE OF EVENTS SUMMARY

Date/Time	Event
FRIDAY, SEPTEMBER 12	
8:30 a.m.–12:00 Noon	NPTA Committee Meetings
12:30 p.m.–4:15 p.m.	Spouses Program *(Tickets required)*
1:00 p.m.–5:00 p.m.	NPTA Board of Directors Meeting
SATURDAY, SEPTEMBER 13	
8:00 a.m.–5:00 p.m.	Registration
10:00 a.m.–5:00 p.m.	Exposition
10:00 a.m.–12:30 p.m.	Creating the Successful Environment
12:30 p.m.–1:30 p.m.	YEF Luncheon *(Tickets Required)*
12:30 p.m.–4:00 p.m.	Spouses Program *(Tickets Required)*
1:00 p.m.–4:00 p.m.	Spouses Program *(Tickets Required)*
1:30 p.m.–2:30 p.m.	YEF Members Workshop *(YEF Members only)*
3:00 p.m.–4:30 p.m.	Retail Packaging: A New Frontier for Paper Merchants?
SUNDAY, SEPTEMBER 14	
9:00 a.m.–4:00 p.m.	Registration
10:00 a.m.–11:30 a.m.	General Business Session
11:00 a.m.–4:00 p.m.	Exposition/CEO Day
11:30 a.m.–12:00 Noon	Annual Business Meeting *(NPTA Members only)*
12:00 Noon–4:00 p.m.	Spouses Program *(Tickets Required)*
3:00 p.m.–4:00 p.m.	Wine & Cheese Party *(At The Show)*
MONDAY, SEPTEMBER 15	
8:00 a.m.–12:00 Noon	Registration
8:30 a.m.–12:00 Noon	Exposition
9:15 a.m.–11:45 a.m.	Spouses Program *(Tickets Required)*
10:00 a.m.–12:00 Noon	The World Report: A Global Look at Printing Paper
12:00 Noon–12:30 p.m.	The Paper Performers' Reception
12:30 p.m.–2:30 p.m.	Chairman's Luncheon *(Tickets Required)*
2:45 p.m.–4:30 p.m.	The Party Store Concept
7:00 p.m.–8:15 p.m.	Boston Paper Trade Reception
8:15 p.m.–11:00 p.m.	Boston Paper Trade 100th Anniversary Dinner *(Tickets Required)*
TUESDAY, SEPTEMBER 16	
9:00 a.m.–11:00 a.m.	The Customer Signs Your Paycheck
9:00 a.m.–11:00 a.m.	How to Keep the Company Pond Stocked with the Right People

1986 Convention & Exposition Policy Statement

The National Convention of the paper/plastics and allied products distribution industry is held each year to create a legal forum for the exchange of product information and management ideas among paper merchants, suppliers, and manufacturers' representatives.

This annual meeting and the related Paper/Plastics & Allied Products Exposition is organized, coordinated, promoted and planned by the National Paper Trade Association, inc. (NPTA). It is the purpose of the Association to encourage and foster the broadest, most convenient range of contacts between all industry representatives, in addition to providing an atmosphere of sociability and idea exchange. In order to accomplish these goals, NPTA asks for the following Code of Conduct.

For Paper Merchants and Manufacturers Representatives

1. ***Support*** the efforts of the suppliers who exhibit at the ***Paper/Plastics & Allied Products Exposition.*** They are providing a most efficient and convenient way to meet key manufacturing executives and learn about new products.

2. ***Support*** the efforts of the registered manufacturers maintaining hospitality suites at the ***Official Convention Hotels.***

3. ***Attend*** the official Convention meetings and workshops, especially the ***General Business Session*** on Sunday morning at 10:00 a.m. Invite your suppliers to attend; the meetings are for them also. Resist individual supplier appointments that conflict with Convention meetings and workshops.

4. ***Encourage*** your suppliers to participate in the Convention and Exposition at the Official Convention Hotels so as not to detract from the efficient operation of the meeting, by expanding the radius of their activities. Let them know that it is easier and more efficient for you, the customer, to visit with them at the Official Convention Hotels. Resist meetings in other locations.

5. ***Purchase*** tickets for the Chairman's Luncheon on Convention Monday for members of your firm and for your suppliers. By doing so you will be supporting the efforts of the ***Paper And Plastics Education Research (PAPER) Foundation.*** In addition, greater industry participation in this function will enhance the stature of the ***Stanley O. Styles Industry Excellence Award.***

6. ***Provide NPTA*** with feedback regarding positive and negative aspects of the Annual Convention and suggestions for change.

For Manufacturers, Converters and Suppliers

1. ***Look*** upon the NPTA Annual Convention and Exposition as the premier opportunity to meet with a maximum number of customers and potential customers in a most economic and efficient way. Come prepared, organized and directed to get the most out of this event.

2. ***Participate in the Paper/Plastics & Allied Products Exposition*** by using booth space on the floor of the show to meet the greatest number of customers and potential customers.

3. ***Maintain*** hospitality suites in the ***Official Convention Hotels*** because it affords paper merchant customers the efficiency of visiting a maximum number of suppliers in a minimum amount of time.

4. ***Maximize*** your influence and presence at the Convention and Exposition by informing attendees of your products, services and the whereabouts of your company by advertising in the **only official** Convention publication: **MN's Official Guide to the 1986 Convention & Exposition**

5. ***Attend the General Business Session*** on Convention Sunday at 10:00 a.m. Encourage your customers to attend. Do not schedule meetings to conflict with NPTA meetings, and attend as many meetings and workshops as is feasible.

6. ***Inform NPTA*** of your reception and other social plans, so that the Association can assist you in finding proper space. In addition, the Association can inform you of other supplier plans, so that conflicts do not arise with similar paper merchant groups that may be invited to receptions and other social events. NPTA is here to assist you so that all suppliers may derive maximum benefit from the events you schedule.

7. ***Purchase*** tickets to the Chairman's Luncheon on Convention Monday. It is the only "official" social event of the Convention. Attend the event yourself and invite your customers. Make it part of your Convention planning. In addition your attendance supports the efforts of the ***Paper And Plastics Education Research (PAPER) Foundation.*** A large turnout also will assist in enhancing the stature of the ***Stanley O. Styles Industry Excellence Award*** which will be presented at the luncheon.

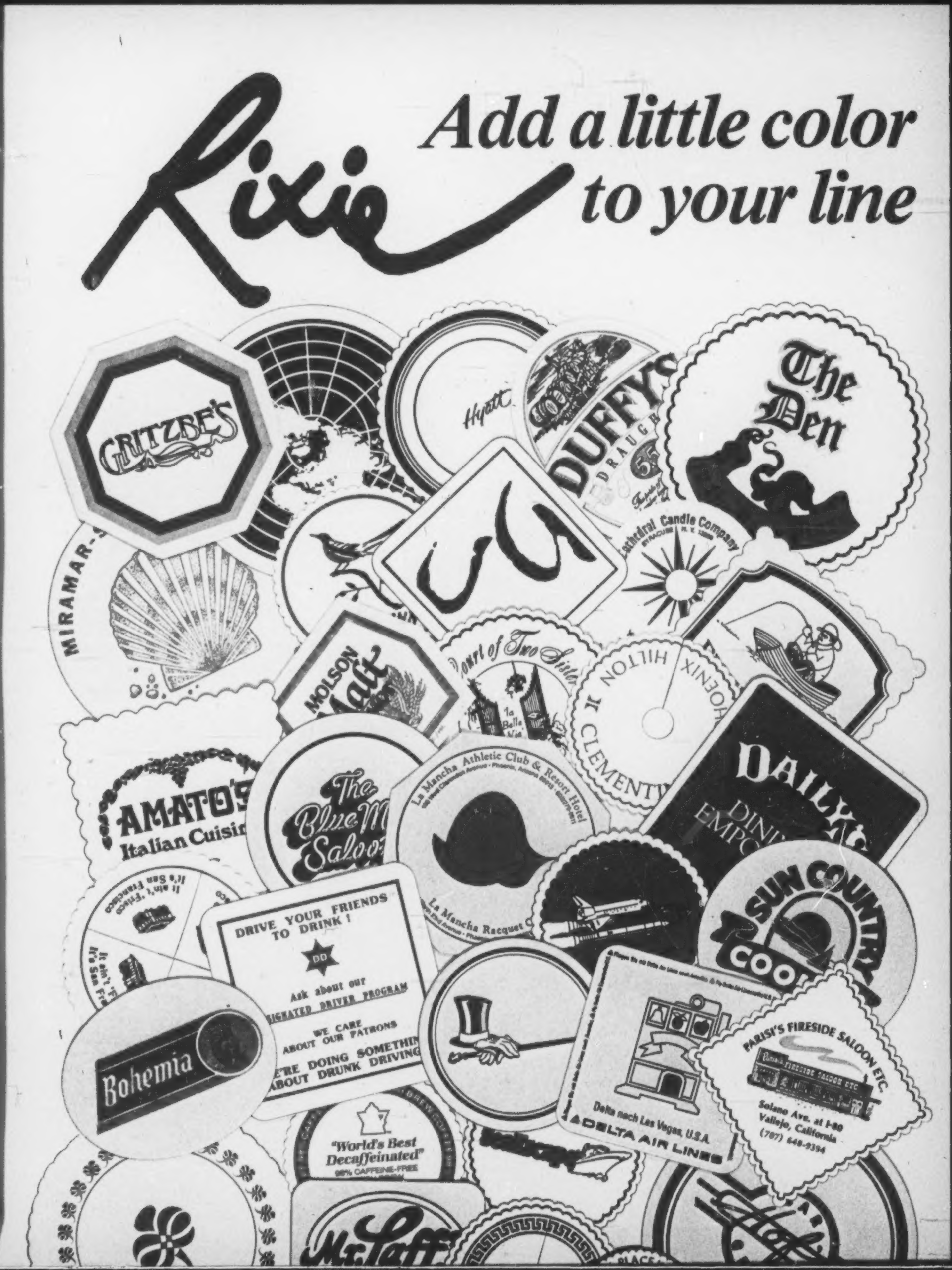
8. ***Request*** badges for your official staff **only**. Unofficial badges given to merchant customers or others to avoid nonmember registration fees will result in embarrassment and suspension from participating at future Conventions. Don't forget, **only** paper merchants and manufacturers representatives are allowed to attend. End user customers are **not** welcome.

9. ***Provide NPTA*** with feedback regarding positive and negative aspects of the annual event and suggestions for change.

If any questions should arise regarding the above code of conduct, please contact John J. Buckley, Jr., NPTA president at 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.

For information on exhibiting at the Paper/Plastics & Allied Products Exposition, contact: Ed Ruffing, exhibit manager, Scherago Associates, 1515 Broadway, New York, NY 10036; 212-730-1050.

To place an ad in the **Official Guide,** contact Richard J. Lerman, director of advertising, **Management News** magazine, 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.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It's San Francisco
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COO
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WE CARE
ABOUT OUR PATRONS
WE'RE DOING SOMETHING
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50 Years of Service: On to the Next 50!

For 50 years, NPTA's Convention and Exposition has been special to generations of paper, plastics and allied products merchants and their suppliers. These shows have been so important that participants have made it the most successful trade show in our industry!

This year, NPTA brings its Annual Convention and Exposition to historic Boston, MA. Here, in honor of the 100th Anniversary of the Boston Paper Trade Association, NPTA will celebrate the 50th year of its Exposition.

How Will NPTA Celebrate

The Association will hold its Paper/Plastics & Allied Products Exposition in the newly designed and decorated Exhibit Hall at the Sheraton Boston Hotel and Towers, and there will be some new special events:

CEO SUNDAY

CEOs from all paper, plastics and allied products industry firms have been invited to attend and get to know attendees better on Convention Sunday in the Exposition Hall.

WINE & CHEESE PARTY

In honor of the industry CEOs, 1986 exhibitors and NPTA will throw a wine and cheese party. Everyone is invited to enjoy the spirits and cheeses as well as the chance to meet and greet the leaders of the industry.

The NPTA will also subsidize a restaurant (so everyone can have an inexpensive meal) right on the floor of the Exhibit Hall. This is a great convenience for all attendees and suppliers.

History of the Event

The first Exposition, called the "Paper Show," was presented as a room show at the Waldorf-Astoria in New York City during the spring of 1936. The New York show was held each spring at the Waldorf from 1936 to 1943. The first post-World War II room show was in 1949 and these continued until the spring of 1960.

The first Chicago show was held in 1938, as a room show at the Stevens Hotel (now the Conrad Hilton). This pattern continued until after the 1941 event. The first booth show was held in 1952 at the Edgewater Beach Hotel in Chicago.

Booth shows continued in Chicago and began in New York in 1963. The show became an annual event in 1968, and since that time, the show has rotated between New York and Chicago...until now!

In response to changing industry compositions and needs, the paper show began to change in 1974. First the name: The Paper Show became the Paper/Plastics & Allied Products Exposition. This reflected the growing importance of plastics in the paper distribution industry. The meeting moved to the Hyatt Regency Hotel in 1978 to provide the industry with a more convenient and elegant environment to conduct its annual business.

1981 marked the first Exposition held in a separate auditorium, outside the Convention hotel in New Orleans. It was also the first break from the New York-Chicago rotation. The success of this meeting indicated a desire of the industry to move the Convention and Exposition around the country.

This year, the long standing pattern is officially changed with the meeting in Boston, MA. The attendance has grown along with the participation of the exhibitors over the years. Last year in New York, the Association reached an all time high of 2800 merchant attendees with 236 booths representing 173 supplier companies.

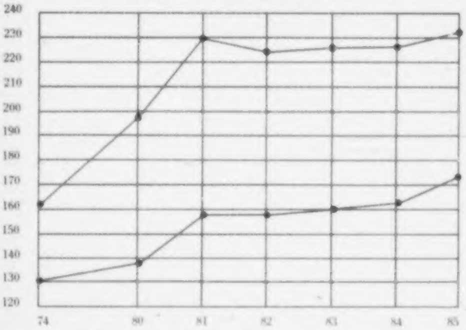
Exposition management has worked hard to improve the service level, reduce the hassels and improve the appearance of the exhibit. They also have been aggressively spreading the word about the Exposition to paper merchants and suppliers far and wide.

New Registration System

For the first time, those who register by mail will receive their badges by return mail prior to coming to the Convention. This means no waiting to pick-up badges on-site—no lost time. This new service should help speed-up registration for everyone and help everyone get down to business faster.

The Association is committed to improving the Exposition and keeping it the informational center and marketplace of the NPTA Annual Convention. A majority of the paper distribution industry supports this concept and they continue to look toward the NPTA Convention and Exposition as an invaluable annual business opportunity.

COMPANIES EXHIBITING
PAPER/PLASTICS & ALLIED PRODUCTS EXPOSITION



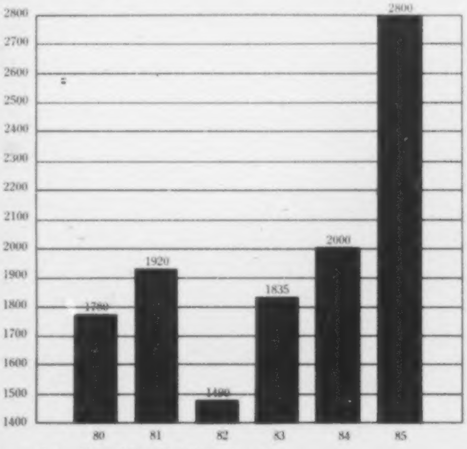
Source: National Paper Trade Association, inc.
(See Table For Detail)

COMPANIES EXHIBITING
PAPER/PLASTICS & ALLIED PRODUCTS EXPOSITION

Year	Companies	Booths
1974	130	163
1980	138	199
1981	157	230
1982	156	224
1983	160	227
1984	163	226
1985	173	232

Source: National Paper Trade Association, inc.

MERCHANT ATTENDANCE
PAPER/PLASTICS & ALLIED PRODUCTS EXPOSITION



Source: National Paper Trade Association, inc.

CHAIRMAN'S CORNER

Meet Us in Boston this September

This year's Annual Convention provides all of us with some outstanding opportunities. Extra thought has gone into the programming with the focus of giving all attendees an array of programs pertaining to people and how they perform. I encourage each of you to attend these sessions. Some of you who are suppliers have asked about attending the business sessions. You are not only *welcome,* but we encourage you to attend all of the sessions we have to offer.

At our luncheon on Monday, we will honor the third recipient of the Stanley O. Styles Industry Excellence Award. Our featured speaker will be Dr. Jeane Kirkpatrick bringing to us her vast experience in both the domestic and international areas. This is a great opportunity to honor our award recipient, hear an excellent speech and entertain some of your important business contacts—customers and suppliers alike.

This year we will have our 50th anniversary of the Paper/Plastics and Allied Products Exposition. The Show promises to more than live up to what we expect from an anniversary event. Join us especially on "CEO Sunday" when our industry leaders will be on the floor of the Show to greet all Convention participants.

Boston itself offers many opportunities as our Convention city. It is a unique educational, cultural and historical spot and we encourage you to take full advantage of being there. This year also marks the 100th anniversary of the Boston Paper Trade Association and they will be offering additional opportunities.

There are many good reasons to begin making your Boston plans right now. Use this issue of *MN* to do just that. Contained within these pages is all of the information, registration materials and forms necessary for you to make this year's Convention both enjoyable and profitable to your company.

R W Abrams

Richard W. Abrams
NPTA Chairman

Paper/Plastics & Allied Products Exposition Hours

In the
Sheraton Boston
Hotel

FIFTIETH • ANNIVERSARY

Saturday, September 13: 10:00 a.m.–5:00 p.m.
Sunday, September 14: 11:00 a.m.–4:00 p.m.
Monday, September 15: 8:30 a.m.–12:00 Noon

Every once in a while an idea comes along that makes History...

Announcing MN (Management News) Magazine's Official Guide to the 1986 NPTA Convention & Exposition

This Official Convention publication has become the most comprehensive of all Convention Publications! Now you have no need to place your ad in any other publications, when you can meet *ALL* your marketing goals by placing it in the *ONLY* Official Publication: *MN's* Official Guide to the 1986 Convention & Exposition.

Now you can substantially reduce your NPTA Convention promotion budget and improve your marketing program with one exciting publication insertion! The *Official Guide* distributed at the Convention (MN's September issue) will feature:

Exclusive Convention Information

The *only* publication that will publish the complete, official schedule of events, as well as the official and complete exhibitor and suite information. With this issue, we will reduce the fragmented, confusing and often incorrect information that has been provided by other convention publications in the past. There is now no need to duplicate your efforts when there is *ONE* publication that carries the most up-to-date, comprehensive and official convention information.

Exclusive Product & Supplier Directories

MN is the *ONLY* publication that will provide directories of both exhibitors and registered manufacturers' product descriptions, firm names, addresses, phone numbers, key personnel and personnel who will be on-site. These directories are used throughout the year as a convenient reference guide to the *KEY* suppliers in the industry!

Comprehensive Supplier Information

The most up-to-date and complete exhibitor and suite location information will be found in the "Supplier Locator" section of *MN's Official Guide*. Included will be arrival and departure dates, exposition floor plan and booth listings, *ALL* supplier convention press releases and special announcements: *ALL* of this valuable information will reach attendees *earlier* than any other publications so that schedules can be planned most efficiently. No more spending time searching for suppliers who aren't there by paper merchant attendees.

This one's the best idea we've had in over 80 years!

Invaluable Marketing Tool

The MN Official Guide for the 1986 Convention & Exposition will also contain our monthly magazine's important regular features as well as these invaluable buying and marketing reference directories. These directories will make it the most powerful publication of the show in stretching your advertising dollars.

Streamlined Information Process

NPTA now has an easier, more effective information system to aid suppliers in providing Convention Information to the industry.

Because of our new computerized supplier pre-registration system, NPTA will already possess: arrival and departure dates, personnel information, booth and suite locations and product information that will be used in the *Official Guide*. WHY bother going through the process again on-site for other non-official convention publications?

Extensive Distribution

No other publication will speed your advertising message to as many readers as will *MN's Official Guide*. Our publication will be distributed to attendees *as they register* in their hotels, (distributed by hotel registration desk personnel), through NPTA registration and to all subscribers. *No other Convention publication gives your advertising message this coverage!* So even those merchants *NOT* attending the show will see your important advertising message!

In all, the total circulation of this issue will be well in excess of 10,000 copies. *MN* will also issue up-dates on both Sunday and Monday of all newly arrived registered manufacturer and exhibitor hospitality suite locations. Your ad can now reach the entire industry with one publication insertion!

Super Value

Don't miss this opportunity to reach your most important audience at the most cost efficient and convenient way! Now there is no need to create, at high cost, a brand new special-sized ad that can be used but once. Now there is no need to create special-sized inserts and enclosures also at great expense. Because of the "regular" size of the *Official Guide* you can create, or use your regular size ads. Inserts will also be accepted. The full-page price is unquestionably the best value in the industry as well

MN
Official Guide

To place your insertion order or for further information contact:

MN

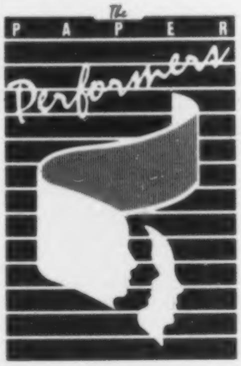
Richard J. Lerman, MN Advertising Director
NPTA, 111 Great Neck Road, Great Neck, NY 11021

(516) 829-3070

Closing date for *MN's Official Guide* to the 1986 NPTA Convention & Exposition is July 1, 1986

Spouses Will Experience Boston Old & New

When visitors to Boston return home, they always talk about the wonder and charm of this great northeastern city. It is a treasure chest filled with history, art and architectural tradition and style. Spouses at the 1986 NPTA Convention will sample it all.



FRIDAY, SEPTEMBER 12

12:30 p.m.–4:15 p.m.

INTRODUCTION TO BOSTON TOUR AND LUNCH AT THE WINERY: If it is your first trip to Boston or if you have never taken the time to really see the sights, this tour is the right one for you. From old Boston's Beacon Hill and the North End to the Prudential Center and New Boston, this introductory whirl will give you a better understanding of Boston's place in America—past, present and future.

Sites along the Freedom Trail, the world-famous walking tour created for the Bicentennial, will give all a glimpse of the city's old world charm. One stop on the trail, Old North Church, is where Paul Revere received his message. A short review of the historic events leading to the American Revolution will be heard in the church by Convention Spouses; then, on to other points of interest such as "Old Ironsides," Faneuil Hall and Quincy Market.

Along the route, a stop for lunch at the Winery will fit the mood of the day perfectly. This famous restaurant is located in the Pilot House on Boston's waterfront at Lewis Wharf. It specializes in fresh seafood and steaks in a setting reminiscent of Old Boston: outdoor gardens and the retired Lightship "The Nantucket" are in view. Convention Spouses will be surprised by this charming North End restaurant on the Freedom Trail.

All in all, this outstanding tour of Boston should not be missed. (It will be repeated on Saturday without lunch.) *Tickets are required: $37.00 per person.* (Use the Special Events Form to order tickets.)

SATURDAY, SEPTEMBER 13

CHOOSE ONE

- **Introduction to Boston Tour (repeated)—without lunch**
  1:00 p.m.–4:00 p.m.
- **John F. Kennedy Library Tour**
  12:30 p.m.–4:00 p.m.

The John F. Kennedy Library exhibit is not a conventional museum. The exhibit begins with a 25 minute film on JFK to remind visitors—those who knew him and those who are too young to remember—what he looked like and how he sounded. The experience continues with a chronology of exhibits which explore specific themes in the life of John F. Kennedy and members of his family.

All the exhibits are designed to be educational. Some portray the personal side of JFK, others illustrate his public career and convey a sense of the political and governmental process in this country. One of the more interesting exhibits traces JFK's heritage in Ireland and Boston, then describes his youth, education and experiences in World War II.

Occupying approximately 18,000 square feet, the exhibit contains more than 500 photographs—many unpublished and collected from personal albums. There are over 1000 objects and graphics documenting the exhibit themes.

Lunch will not be served on this tour. *Tickets are required: $18.00 per person for either tour.* (Use the Special Events Form to order tickets.)

SUNDAY, SEPTEMBER 14

12:00 Noon–4:00 p.m.

BOSTON'S SOUTH END HOMES TOUR AND LUNCH: Boston men returning from the Civil War found in the South End an area of new beauty and exciting activity. In America's residential plan, graceful rows of red brick, bow front town houses were being built on land newly reclaimed from the murky waters of the old Back Bay. Streets were often arranged to overlook tree shaded parks, reminiscent of London's squares.

HOTEL/SUITE RESERVATION

No other form will be sent

NPTA®

NATIONAL PAPER TRADE ASSOCIATION, INC.
1986 Annual Convention
AND PAPER PLASTICS AND ALLIED PRODUCTS
Exposition
September 13-16, 1986 • Sheraton Boston Hotel

ROOMS ONLY - Mail To

NPTA Housing Bureau
c/o Greater Boston Convention & Visitors Bureau
Prudential Plaza
Box 490
Boston, MA 02199

SUITES OR SUITES PLUS ROOMS - Mail To

National Paper Trade Association
111 Great Neck Road
Great Neck, NY 11021
(516) 829-3070

Refer to List of Hotels and Rates on Other Side

INFORMATION AND DIRECTIONS

1. Room assignments will be made in order of receipt by the Housing Bureau. Suites will be assigned by NPTA and will not be confirmed until **the week of June 30, 1986.**
2. Accommodations are furnished solely for sleeping and lodging purposes. Rooms may **NOT** be used for display of merchandise.
3. Official convention hotel rates are in effect only until **August 20, 1986.**
4. No telephone requests will be taken. Use this official form only.
5. Cancellations and changes should be **made in writing** through the Housing Bureau for rooms until **August 20, 1986;** directly to the hotel after that date. Changes in suites must be directed to NPTA Headquarters.
6. Don't be a "No-Show"—please cancel your reservations if you are unable to attend.
7. Please type all information required.

HOTEL PREFERENCE
1st Choice
2nd Choice
3rd Choice

ROOM CODES*
S = Single Room (One Occupant)
D = Double Room (Double Bed)
T = Twin Room (Two Single Beds)
TS = Tower Single (One Occupant)
TD = Tower Double (Double Bed)
TT = Tower Twin (Two Single Beds)

SUITES
P + 1 = Parlor + 1 Bedroom
P + 2 = Parlor + 2 Bedrooms

*ROOM CODE	RATE REQUESTED	FIRST OCCUPANT	SECOND OCCUPANT	ARRIVAL (Date/Time)	DEPARTURE (Date/Time)

(Photocopy this form if additional space is needed and for your records)

Please Mail Confirmation(s) to:

NAME COMPANY
ADDRESS CITY STATE ZIP
PHONE CREDIT CARD NAME FOR GUARANTEE
CARD # EXP. DATE TODAY'S DATE

Please list the Key Marketing Contacts for your firm:

NAME: TITLE:
NAME: TITLE:
TELEPHONE NUMBER:

OFFICIAL HOTELS AND RATES FOR 1986 NPTA CONVENTION AND EXPOSITION

Room Rates are Confirmed on a Space Available Basis. Reserve Your Room Early.

SUITES

*Notes: P+2 have 2 beds in one bedroom and 1 bed in the other bedroom.
P+1 - Some have 1 bed in the bedroom and some have 2. No third bedroom connector is available.

HOTELS	ROOMS Per Diem Rates SINGLE	ROOMS Per Diem Rates DOUBLE	SUITES SUITE	NUMBER OF PEOPLE (for reception)	HOTEL SUITE RATES PER DIEM	*ONE TIME CHARGE NON-EXHIBITOR SUPPLIER REGISTRATION FEE PAID TO NPTA
SHERATON BOSTON HOTEL Prudential Center Boston, MA 02199	$106, $115, $123	$119, $128, $136	MINI SUITES: P+1 Additional connecting bedroom not available.	10	$150	$350
			EXECUTIVE SUITES: P+1	25-50*	$235	$600
			P+2 *Bedroom can convert to a parlor for 25 people, with refrigerator, and wet bar area. Sico bed in the wall.	25-50*	$295	$600
			1 BEDROOM SUITES: P+1 Additional connecting bedroom not available.	20	$235	$500
SHERATON BOSTON TOWERS	$149	$170	TOWER SUITES: P+1	20	$275	$600
			P+2	20	$375	$600
BOSTON MARRIOTT COPLEY PLACE 110 Huntington Avenue Boston, MA 02116	$125	$145	MARRIOTT PARLOR: P+2	10	$375	$500
			EXECUTIVE SUITES: P+1	35	$400	$600
			P+2	35	$525	$600
			HOSPITALITY SUITES: P+1	50	$450	$600
			P+2	50	$575	$600
			LUXURY SUITES: P+2	50-80	$630-$980	$750-$1,000
THE WESTIN HOTEL COPLEY PLACE 10 Huntington Avenue Boston, MA 02116	$138, $148, $158, $168	$158, $168, $178, $188	WESTIN: P+1	15	$320	$600
			P+2	15	$445	$600
			CORNER: P+1	15	$370	$600
			P+2	25	$570	$600
THE COPLEY PLAZA HOTEL 138 St. James Avenue Boston, MA 02116	$115, $130 $150	$135, $150 $170				

***Non-Exhibiting Supplier, Manufacturers' Representatives and Nonmember Paper Merchant Registration Fee: One-Time charge payable to NPTA. You will be invoiced upon confirmation on your suite. This fee is to be paid *only* by Non-Exhibiting Suppliers who maintain a hospitality suite. Registration fees for exhibitors are included in booth rental fee. Registration fee includes admissions to all meetings and the Exposition.**

NPTA members pay no registration fee for suites.

SPECIAL EVENTS TICKET ORDERS

NPTA

NATIONAL PAPER TRADE ASSOCIATION, INC.
1986 Annual Convention
AND PAPER PLASTICS AND ALLIED PRODUCTS
Exposition

Deadline	Mail To	Payment
Order Form Must Be Received At NPTA By **August 15, 1986.** After That Date All Tickets Must Be Picked Up On-Site	National Paper Trade Association, inc. 111 Great Neck Road Great Neck, New York 11021	PAYMENT MUST ACCOMPANY THIS FORM. Tickets for Special Events Are Not Refundable. Photocopy for your records.

TICKETS FOR ALL EVENTS MAY NOT BE AVAILABLE ON SITE: ATTENDANCE IS LIMITED

Chairman's Luncheon: *Stanley O. Styles Industry Excellence Award Presentation: Ambassador Jeane Kirkpatrick, Keynote Speaker*

(Proceeds from the Luncheon will be donated to the PAPER Foundation.)

Monday, September 15, 1986
12:30 p.m. - 2:30 p.m.: Sheraton Boston Hotel

_____ tickets at $75.00 each $ _____
_____ tables of 10 at $750 $ _____

Boston Paper Trade Association 100th Anniversary: *Gala Reception & Dinner*
Monday, September 15, 1986
7:00 p.m. - 8:15 p.m. Reception: Marriott Copley Place Hotel
Dinner/Dance to follow
Black tie. Business suit acceptable.

_____ tickets at $100.00 each $ _____

Young Executives Forum: *Young Executive's Role in Managing for Top Performance*
Reception, Luncheon, Special Meeting
Saturday, September 13, 1986
12:30 p.m. - 2:30 p.m.: Sheraton Boston Hotel

_____ tickets at $35.00 each $ _____

Spouses Program: *Experience Boston Old & New*

Friday, September 12, 1986
12:30 p.m. - 4:15 p.m.
Introduction to Boston Tour
& Lunch at the Winery

_____ tickets at $37.00 each $ _____

Saturday, September 13, 1986
CHOOSE ONE:

- Introduction to Boston Tour
  1:00 p.m. - 4:00 p.m.

_____ tickets at $18.00 each $ _____

- John F. Kennedy Library Tour
  12:30 p.m. - 4:00 p.m.

_____ tickets at $18.00 each $ _____

(Note: Luncheon is not included on either tour)

Sunday, September 14, 1986
12:00 Noon - 4:00 p.m.
Boston's South End Homes Tour & Lunch

_____ tickets at $40.00 each $ _____

Monday, September 15, 1986
9:15 a.m. - 11:45 a.m.
9:15 a.m. - 9:45 a.m.: Continental Breakfast
9:15 a.m. - 11:45 a.m.: "Mastering The Public Spotlight" Presentation

_____ tickets at $20.00 each $ _____

TOTAL FEE REMITTED $ _____

All Funds Must Be in U.S. Dollars

PLEASE SEND TICKETS TO: _____
COMPANY: _____
ADDRESS: _____ PHONE: _____
CITY: _____ STATE: _____ ZIP: _____

Names of Young Executives Forum Participants: _____

Name of Spouses Program Participants:
Fri.: _____
Sat.: _____
Sun.: _____
Mon.: _____
Signature: _____

OFFICE USE ONLY
C-Ticket # _____
Y-Ticket # _____
S1-Ticket # _____
S2-Ticket # _____
S3-Ticket # _____
CHECK # _____ AMT. _____

NPTA®

NATIONAL PAPER TRADE ASSOCIATION, INC

1986 Annual Convention
AND PAPER PLASTICS AND ALLIED PRODUCTS
Exposition

PUBLIC SPACE REQUEST FORM

Fill Out This Form To	Return Completed Form To
Make sure you get the public space you need! Photocopy for your records.	National Paper Trade Association, inc. 111 Great Neck Road Great Neck, New York 11021 516-829-3070 Attn.: Richard J. Lerman, Director of Mktg.

NPTA would like to assist you in making your participation in the 1986 NPTA Convention & Exposition as successful as possible. Because we are meeting in a new city, Boston, and because of the recent rise in Supplier functions, we can help you keep functions at the best times and locations. This will make certain that you achieve the best possible attendance and avoid conflicts with competing events.

Please fill out the information below and return it to NPTA. We will aid you in securing your public space at the hotels (all of which is held by NPTA) and support you with the hotel convention and/or catering staff.

NPTA will confirm your arrangements and solidify your plans.

Please complete the information needed below in order to reserve space for your function.

Yes, we would like to hold a meeting ____ ; meal ____ function during the 1986 NPTA Convention!

Please reserve a room for ____ people on ______________________________
(day and date)

at the ______________________ hotel.

Please send us ____ room set up charts; ____ menu selection brochures as soon as possible.

Name: ______________________________ Title: ______________

Company: ______________________________

Address: ______________________________

City: ____________________ State: ____________ Zip: ________

Phone #: ______________________________

Signature: ______________________________

Private homes in this section of the city will be opened especially for you. These 1860 Victorian town houses have been restored to charming efficient living for the 1980s. Guests will see the dramatic treatment of skylight windows, marble fireplaces, carved woodwork and moldings of unusual design. Stained glass windows and an open space feeling, without destroying elegance, reflects itself in so many of these homes. The gardens, from rooftop ones to the red brick patterned formal ones in the rear, show an ingenious use of space in the city. It is a true Renaissance in this part of Boston.

Luncheon is planned for a quaint restaurant in the historic South End that will be most fitting to this wonderful experience. *Tickets are required: $40.00 per person.* (Use the Special Events Form to order tickets.)

MONDAY, SEPTEMBER 15

9:15 a.m.–11:45 a.m.

MASTERING THE PUBLIC SPOTLIGHT: From 9:15 a.m.–9:45 a.m. an elegant Continental Breakfast will be served. Then for the next two hours, Arnold Zenker, communications specialist and consultant on public image, will present "Mastering the Public Spotlight."

Public and private figures alike must appear in the public spotlight from time-to-time. Whether it is speaking to a group or conducting a business meeting, the person in the spotlight paints a picture of himself for his audience.

Arnold Zenker has worked with corporate executives and industry leaders to enhance their image when in the public eye. He will give Convention Spouses a behind-the-scenes understanding of how the images of powerful people are made and how they can be destroyed. If you have ever wondered about how famous people are coached to handle the pressure of public life and still look at ease, "Mastering the Public Spotlight" will give you the answers. Questions will be entertained by Mr. Zenker as time permits.

Note: Over the years, Convention Spouses have asked that NPTA provide programming that would be in addition to the regular tours. This special program on communications is the result. *Tickets are required: $20.00 per person.* (Use the Special Events Form to order tickets.)

NEW AND NOTEABLE

Improved Registration System: For all those who pre-register for the 1986 Convention and Exposition by mail, badges will be sent *prior* to the Convention. This makes it much easier for all those who attend: no waiting on long lines to pick up badges on-site.

Chairman's Luncheon: The very special Chairman's Luncheon on Convention Monday this year will feature the presentation of the Stanley O. Styles Industry Excellence Award and a discussion of international politics by the former U.S. Ambassador to the United Nations the Honorable Jeane J. Kirkpatrick. Tickets are $75.00 each. Use the Special Events Form to order tickets.

Boston Paper Trade 100th Anniversary Dinner: A celebration on Convention Monday evening will commemorate the 100th Anniversary of the oldest paper association in America: The Boston Paper Trade Association. It will be a night to remember with a reception, dinner and entertainment provided by the enchanting Marie Osmond. Tickets are $100.00. Use the Special Events Form to order tickets.

General Business Session: This year, Convention goers will be looking forward to an outstanding general session on Convention Sunday. Two well-known speakers will be on-hand: Dr. Barry Asmus, economist and Captain James A. Lovell, former astronaut.

CEO Sunday and Wine & Cheese Party: In honor of the leaders of industry and the 50th Anniversary of the Exposition, NPTA and the exhibitors will host a wine and cheese party on the floor of the show on CEO Sunday from 3:00 p.m.–4:00 p.m.

Management Conference Programs: On Convention Tuesday morning there will be two important programs run concurrently from which attendees may choose. One is on human resources—how to provide continuity and management development, the other on customer service—a topic that has become a paramount issue in the paper industry.

Four-Day Spouses Program: This year's Convention will feature four days of Spouse programs starting on Convention Friday that will help all those who attend "Experience Boston Old & New."

NPTA Official Registration Hours

In the
Sheraton Boston
Hotel

Saturday, September 13: 8:00 a.m.–5:00 p.m.
Sunday, September 14: 9:00 a.m.–4:00 p.m.
Monday, September 15: 8:00 a.m.–12:00 Noon

Lookin A "Round"?

You need not look any further. Freeman prides itself on being the only one in the industry to offer 70" and 84" round Linen Look table covers. These laundry fold table covers look and feel like linen yet offer the throw away convenience of paper.

We also offer 84" round 2 mil Poly table covers in 23 decorator colors.

Team up with Freeman and our line of disposable paper and poly products so we'll ride the wave of the future together.

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FREEMAN PAPER COMPANY
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Boston Paper Trade Celebrates

The Civil War was fresh in the American consciousness when in 1886, a group of paper industry leaders met. The Indian Wars out west were making headlines in Boston as those men sat together and drew up a statement of purpose for a new organization: "The object of this Association shall be to hold meetings which shall bring together the manufacturers and merchants of the paper industry in and around Boston, so that they may discuss matters of interest to the trade."

The former governor of the State of Massachusetts, Alexander H. Rice, presided at that meeting and was elected as the first president of the fledgling Boston Paper Trade Association. From 30 charter members in 1886, one hundred years later, the number now exceeds 200.

A Time to Remember

Over the years, the paper industry has seen enormous growth. The Boston Paper Trade Association, representing the interests of that corner of the world, has kept its membership abreast of a changing industry.

The 100-year span has seen 66 presidents of the association. Its current chief, Frank Viegas, president of The Dowd Company of Woburn, MA, is past-chairman of the National Paper Trade Association—an organization itself that was begun in 1903. His work on behalf of both groups has been noteworthy. "I have appreciated the opportunity to serve my industry both locally and nationally," Viegas said. "I feel that it is important for all of us to give something back. The paper business has been good to me, and I know that over the past 100 years many, many people have benefited from their affiliation with the Boston Paper Trade Association," he said.

A Time to Celebrate

A 100-year anniversary certainly requires a very special event to mark its occasion. The first tribute to the Boston group is a visit from the National Paper Trade Association's national Convention in its honor. Boston will host the NPTA Convention from September 13–16, 1986.

According to the Boston Paper Trade Association's short book on its history presented at their dinner held in March, "...the members of the association have dined together, without casualties, 184 times." And they will dine together this September 15 for a very special occasion inviting the entire paper industry to join their celebration.

The highlight of the evening will be the show-stopping performance of the world famous Marie Osmond. Over the years she has become a star in her own right—on stage, screen, radio and television. It has been said of Marie Osmond: "She is a true communicator—an artist whose style and magic casts a spell upon her audience. She is truly a seasoned performer whose career began early only to transcend all showbusiness fad to bear the test of time."

Those wishing to have an evening to remember may purchase tickets at $100 each by using the Special Events Ticket Order form in this issue of *MN*.

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P.O. Box 680
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D. BRUCE MERRIFIELD'S 1985 NPTA CONVENTION PRESENTATION

Implementing Successful Paper Marketing Programs

A Video Tape Program with Accompanying Handout Materials

Please send me ____ copy(ies) of ***Implementing Successful Paper Marketing Programs*** at:

☐ $65 NPTA Member
☐ $80 Industry Suppliers
☐ $40 Additional Copies

Name
Title
Company
Street Address
City
State Zip
Phone

☐ Payment Enclosed (No Shipping Charge)
☐ Bill My Company ($2.00 Shipping Charge will be added per tape)

For International Mailing add $4.00 per tape.
All funds must be in US dollars.

Education & Training Department,
National Paper Trade Assoc., Inc.
111 Great Neck Road
Great Neck, New York 11021

The Unique Charm of Boston

As Mayor, I am delighted to welcome you to Boston—a dynamic urban environment where the roots of American government, industry and culture first began and continue to flourish. Today, as we enter a new exciting era in the city's history, we find a renewed sense of pride and vitality. From our vibrant financial district, marked by architectural wonders and historic landmarks, to the distinctive charm of our neighborhoods, Boston's energy and optimism is evident.

—Raymond L. Flynn, Mayor of Boston

It has been called the country's most European city, the Athens of America, and the Hub of the Universe. Add to this Boston's reputation as one of the most livable cities in the United States: a walkable, and in many ways supremely affordable, small city, with a big-city persona.

Boston is large enough to provide a host of interesting and exciting cultural attractions, fine and varied shopping, superb medical facilities, four-star restaurants, and an eclectic mix of people. The city is also home to some of the best universities in the country.

Boston is a growing city—young enough to change, old enough to have a sense of tradition found in few of America's urban areas. Settled in the early 1600's (many descendants of the early settlers still reside on Boston's Beacon Hill, a cluster of brownstones and narrow streets of unparalleled charm), Boston also enjoys preeminence in the fields of medicine, education, politics and the arts.

Over the past 20 years, a building boom has provided the city with thousands of new hotel rooms and much new retail and office space, while old waterfront warehouses have been converted to luxury condominiums and elegant outdoor malls; and the Museum of Fine Arts has the recent I.M. Pei-designed West Wing which has added to the institution's popularity.

Boston and its suburbs are famous for bookstores, ethnic restaurants, sightseeing and urban parks like the Common and Public Gardens. Bordering on the Harbor and the Charles River, the city offers a multitude of water activities, from cruises to sailing.

History aficionados can walk the 2½ mile Freedom Trail, visit the U.S.S. Constitution ("Old Ironsides"), the Bunker Hill Monument, and travel beyond to Lexington and Concord. Sports fans can take in a Celtics, Bruins, Patriots or Red Sox game or play golf, tennis, racquet-ball, jog or ski. Theater-lovers can see a pre-Broadway tryout or experiment with local drama and comedy. The Boston Symphony and Boston Pops are world-renowned and the Pops celebrated its 100th anniversary in 1985.

And Boston is also a city of "first," from the first public park in 1634, to the first marathon and subway in 1897, to the first computer in 1929. In addition, Boston was the site of the first reading of the Declaration of Independence in 1776.

Even more than its historic significance, even more than its multitude of places to see and activities to enjoy, Boston's charm is evident in the mix of old and new, the beautiful views of the Charles River, the accessibility, its bordering towns and its proximity to mountains and the ocean. New England's largest city houses writers, artists, thinkers and doers, all drawn here especially for the inspiration that only Boston can provide to residents and visitors alike.

New Truck Leasing Service From NPTA

Although fleet operations have always been important to most distribution companies, it is an area that is often assigned a low rung on the ladder of priorities. "We're in the business of selling our products, not trucking," is a statement often heard. While this is true, effective fleet management can save money.

A preliminary look at the results of the Fleet Information Survey recently completed by the National Paper Trade Association of member companies shows that they have chosen leasing more often as their method of acquiring transportation equipment: 52% lease compared with 48% who own their equipment. Of those who lease, 29% are printing paper merhants, 33% are industrial and 38% are dual.

While several member paper distributors have financial leases alone, the large majority have included service contracts in their leasing arrangements. (When combined in one document, these truck lease and service agreements are commonly called full-service leases.)

The decision of which type of lease would best suit the company's needs, like any other business decision, requires informed evaluation of the options. Because of the many variables of each company's individual fleet needs, it would be unwise to state arbitrarily, which method of leasing will provide the best result. The correct choice depends, to a great degree, on what is to be accomplished by leasing.

Finance Leases

If the main objective is to obtain the best financing package, then one of the many finance leases available may satisfy the need. A few of the benefits of a typical finance lease are:

1. Permits 100% financing (including tax, freight, etc.) freeing working capital for more productive uses.
2. May cost less than other financial arrangements.
3. Often avoids restrictions contained in some loan agreements.
4. Does not disturb current lines of credit.
5. Often more flexible in filling needs (longer term, lower payments, etc.)
6. May not appear as a liability on the balance sheet, thereby affecting certain key ratios.

While the finance-only type leases can be an attractive alternative method of financing, they do not provide for other important obligations necessary in the daily operation of the fleet that are provided for in a full-service lease.

Fleet Management

In examining a company's fleet management capabilities, the following are some of the areas to be considered:

1. Obtaining vehicles with specifications designed to satisfy the company's needs with minimal cost and maximum operating efficiency.
2. Licensing and inspection.
3. Federal tax (FHUT where applicable).
4. Fuel permitting and fuel tax reporting (where applicable).
5. Insurance (liability and property damage, fire, theft, collision).
6. Garage and equipment (maintenance and depreciation of building, tools and equipment, electric, heat, water, telephone).

Note: If no garage and outside services are used, all of the above expenses are reflected in those costs.

7. Preventive maintenance program and record keeping. (Required by D.O.T. for interstate distribution.)
8. General repairs (repairs handled on-site or by local vendor).
9. On-road repairs (breakdowns causing disruption of delivery services).
10. Obtaining substitute equipment (to replace out-of-service vehicles) and acquire extra vehicles for peak period needs.
11. Purchase of fuel and oil, tires, parts, etc.

**12. One of the most costly and often overlooked areas is key management time spent away from the company's primary objectives while working in fleet-related areas.

Charles Ditolla

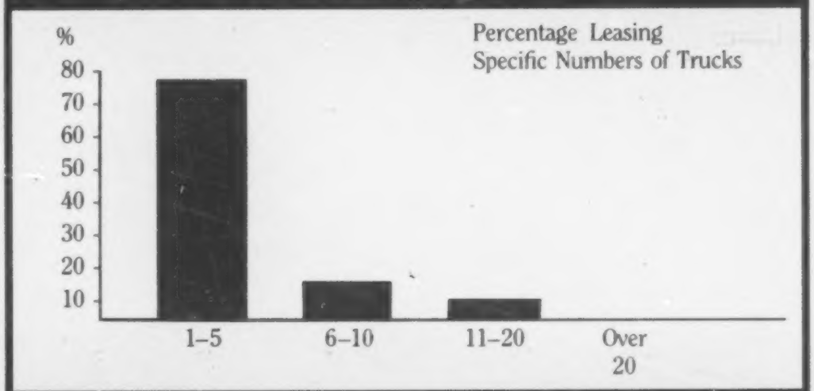
Obviously, the larger the fleet, the easier to justify the expense of in-house personnel who are qualified to specify, purchase and maintain a fleet of trucks. With the average company responding to the survey having less than 20 vehicles, it appears most NPTA member companies rely on management in these areas.

Even the larger fleet user with qualified personnel must rely on local management to handle daily operating problems when the fleet is decentralized.

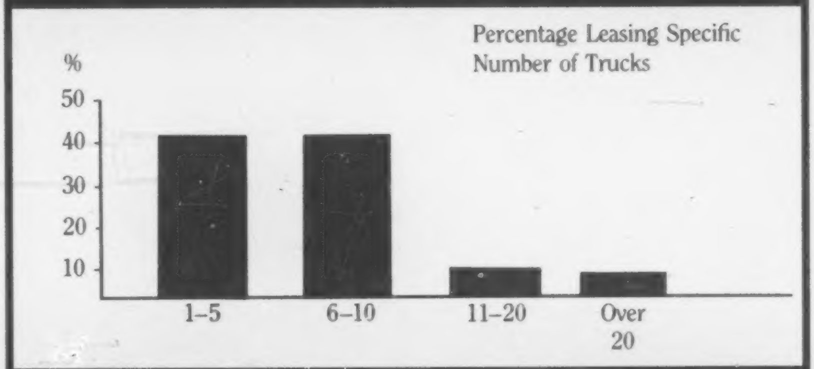
Negotiating the Lease

Once a decision is made about which leasing is best, the task then is to negotiate the most cost-effective and flexible lease possible. It is important that the company executive has a major role in the management of the leasing program. The tendency, sometimes, is to rely on the lessor to design a lease package that is best. NPTA feels that it makes sense to acquire the help of qualified professionals whose primary concern is the company's best interest. It is with this in mind, that NPTA is making available to its members, the services of Chas. Ditolla & Associates.

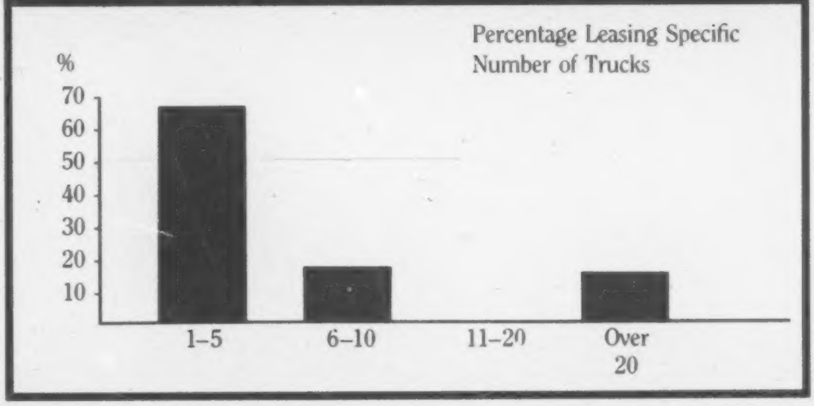
Printing Paper Merchants



Industrial Paper Merchants



Dual Paper Merchants



Chas. Ditolla & Associates is a transportation consulting firm specializing in truck lease evaluation and negotiation. *They do not lease, sell or maintain trucks.* This independence enables them to offer NPTA members completely unbiased judgements that provide for the most cost-efficient lease programs available.

They analyze and identify the cost associated with existing or proposed truck leases and where warranted, negotiate cost reductions that can generate substantial savings in a company's overall operating expenses (without negating the benefits derived from leasing). In addition, they thoroughly evaluate lease contracts to insure that high exposure areas are eliminated and the lessee receives all considerations.

Because a large number of NPTA members do not currently lease, and that some who do may not want or need assistance in these areas, NPTA felt it was crucial to provide a program that does not cost those who do not use the service and is cost-effective for those who do.

Unlike consulting firms that are paid *regardless* of the results achieved, Chas. Ditolla & Associates is compensated only when they are successful in reducing costs.

"This method of compensation accomplishes two things," says Chuck Ditolla, president of the company. "It is your guarantee that the use of our services will pay dividends or cost you nothing...and it is a statement of confidence in our ability to produce results."

"During the past few years, NPTA has developed a number of new services. I can't think of one that is more important to a paper merchant's bottom-line than this one," said John J. Buckley, Jr., president of NPTA. Where else can a member who pays a few hundred dollars, or a few thousand dollars in annual dues, get the opportunity to save tens of thousands of dollars, and only pay for it, after he has saved the money.

"While this service will not be used by everyone, it is a high level, intensive service that should be considered by all member firms. It is a 'win-win' situation all around," Buckley said.

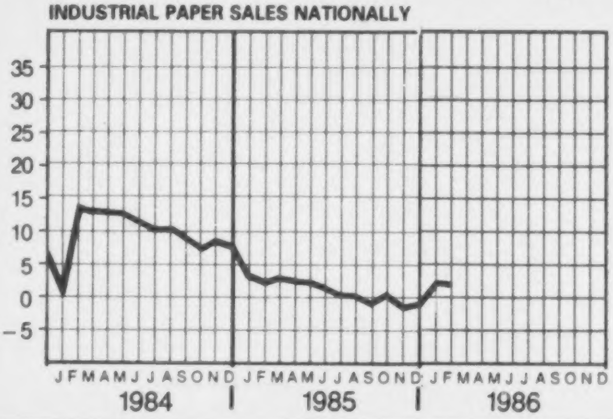
Any member who would like more information on this new program should contact NPTA headquarters, or Chas. Ditolla & Associates at 18 Richboro Road, P.O. Box 747, Newtown, PA 18940, 215-860-8102.

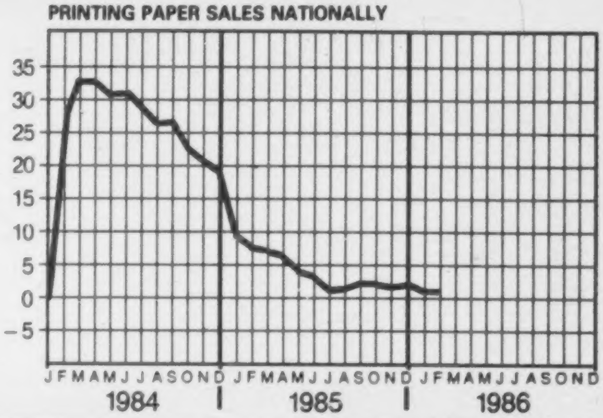
SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

SALES INFORMATION

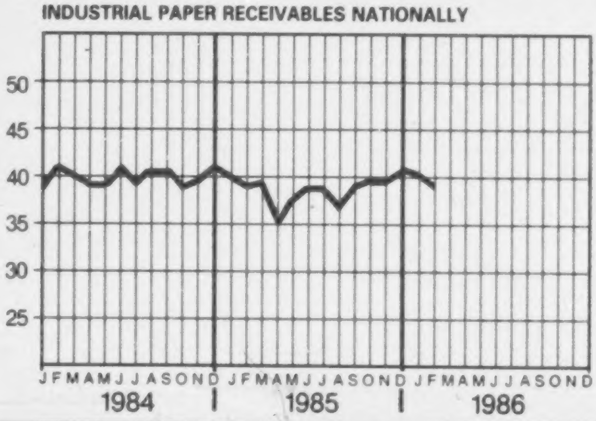
YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

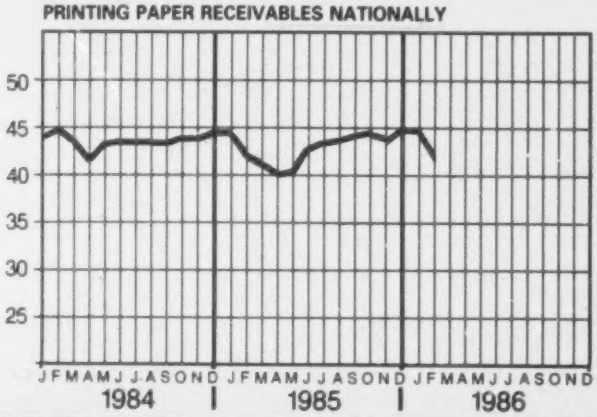

INDUSTRIAL PAPER SALES NATIONALLY


PRINTING PAPER SALES NATIONALLY

RECEIVABLES INFORMATION

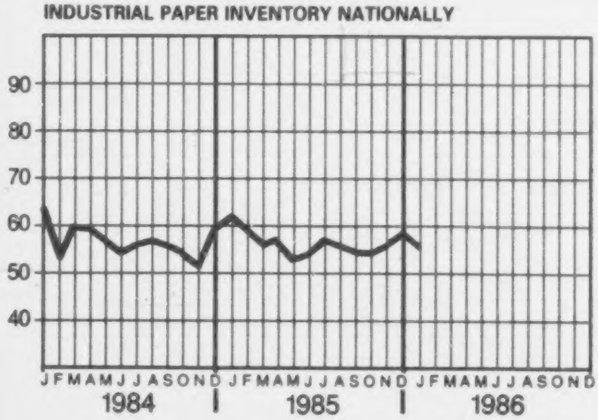
DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

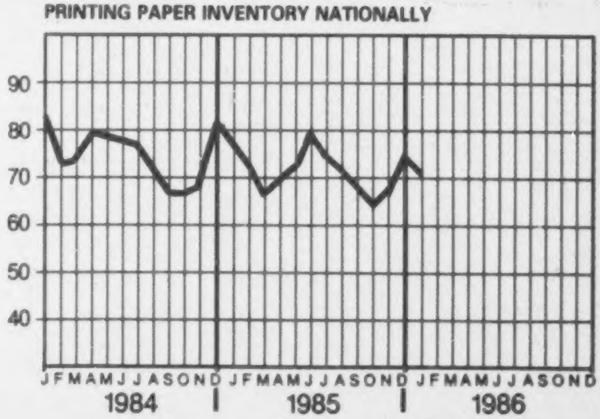

INDUSTRIAL PAPER RECEIVABLES NATIONALLY


PRINTING PAPER RECEIVABLES NATIONALLY

INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)


INDUSTRIAL PAPER INVENTORY NATIONALLY


PRINTING PAPER INVENTORY NATIONALLY

HOW TO DESTROY YOUR BUSINESS

The Independent Business Institute reports that there is a "creeping time bomb" that can destroy your business. The "bomb" IBI is talking about is being too busy to give proper planning for competent succession. "All too many businesses fold up when the owner does." According to IBI's new Report #603 "How to Destroy Your Business—Without even Trying," managers should pay close attention to a number of important areas: management development, succession planning, selling the business. A copy of the four-page report may be obtained for $1.00 from Independent Business Institute, P.O. Box 159, Akron, OH 44309. Ask for Report #603.

OVERCOMING CUSTOMER OBJECTIONS

"Experience is the key to handling customer objections," reports Salesmanship *magazine. If you get the same objections two or three times each year, that should tell you something. Sales people should keep account-record books that includes the details of customer objections.*

The sales person should review the account book prior to each sales call to tailor the call to that customer. The idea is not *just to have pat answers but to show the customer confidence in the products the salesman's company is selling.*

CHANGE OF ADDRESS

Do not miss one issue of NPTA *Management News* magazine. Please notify us ***prior*** to your relocation so that we may change our records.

Forward changes to:
Circulation Manager
NPTA Management News
111 Great Neck Road
Great Neck, NY 11021

Change date:
☐ *immediately*
☐ *future* ______________________ *date*

Use the mailing label from the cover of this issue of *MN:*

Place Label Here

New address:

Name ____________________ Title ____________________
Company ____
Street Address ____________________________________
City ____________________ State ______________ Zip ________
Signature ________________________________ Date ________

Drackett
Windex
Renuzit
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New! Dependable brand name products in an economical pre-measured concentrate system.

Pre-measured concentrates make sense.

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The Handi-Pour™ System offers one important feature no one else does…the proven performance of Drackett quality. There's Windex® Glass Cleaner, Renuzit® Air Freshener, Vanish® Bathroom Cleaner, Mr. Muscle™ All Purpose Cleaner and Mr. Muscle™ Degreaser. Each has been formulated for maximum cleaning performance when diluted.

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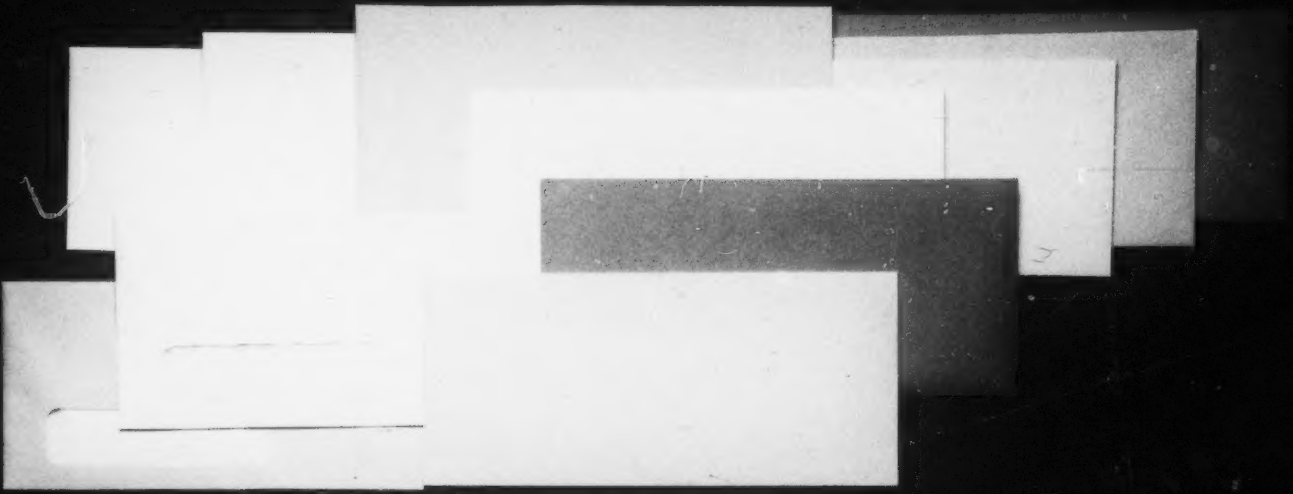

Or turn a much bigger profit selling these:

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BANK OF NEW HAMPSHIRE
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vard Bank Vermont
Invoice enclosed

Why settle for less when you can have more? It's as simple as that — when it comes to selling plain envelopes versus printed envelopes.

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Then watch your profits grow.

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Brooklyn, NY (Envelope Convertors)
Union, NJ (Champion Envelope)

National Envelope Group
Atlanta, GA, Lenexa, KS,
St. Louis, MO, Worcester, MA

Who but New York/National sells only to you: not to your customers.

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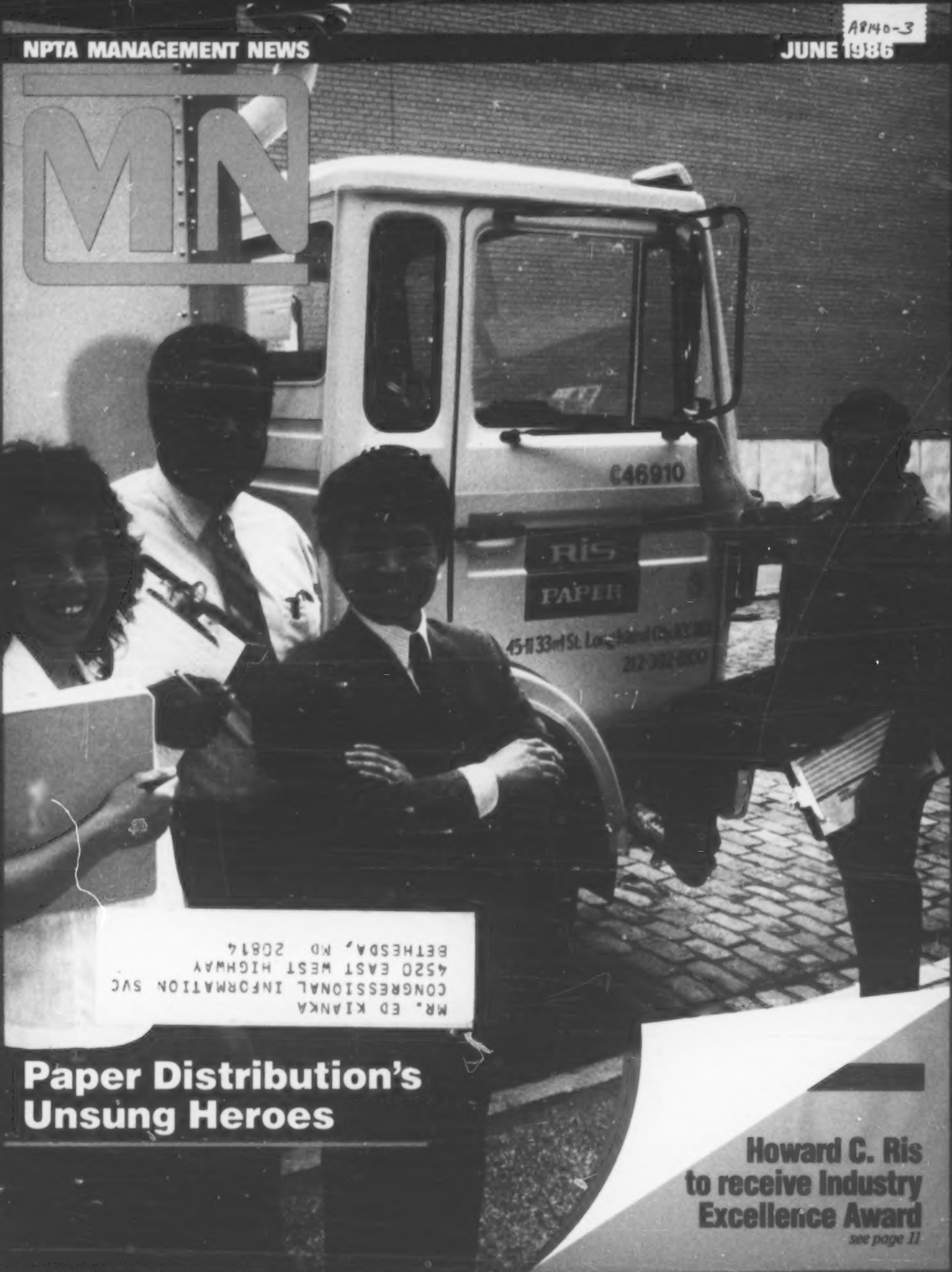
NPTA MANAGEMENT NEWS JUNE 1986

MN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Paper Distribution's Unsung Heroes

Howard C. Ris to receive Industry Excellence Award

see page 11

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Wrap Offers Liquid Absorption, Heat Retention, Variety of Sizes and Colors

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1217 ALCAN
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ALCAN FOIL
9105 ALCAN
ALCAN POP-UP FOIL
1202 ALCAN
1205
ALCAN FOIL
ALCAN HEAVY DUTY FOIL
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Deli Pops 1195
Deli Pops FOIL ROLL
Deli Pops Foil-Laminated Sandwich Wraps 14" × 16" 1416

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RIS PAPER

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It is the company president that one usually hears about. Or, the sales tigers on the street. The everyday heroes in the data processing room, the warehouse or secretarial pool never get mentioned. *MN* salutes the professionals behind the scenes.

21 **At 106, Carl Schorske is Going Like 60**
His career began in 1895 with Lindenmeyr Paper in New York City. He has seen the paper industry grow, develop and change much in the past 91 years.

23 **The Leaders of Tomorrow's Industry**
In an effort to gain a better understanding of the paper distribution industry's young executives, *MN* profiles the leaders of tomorrow.

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Cover Photo: Ben Asen

DIEM & WING TO ADOPT RIS NAME

Diem & Wing, the Cincinnati, OH paper distributor that was purchased by Ris in 1984, will drop its long-standing identity in favor of its parent's name. The Diem & Wing subsidiary, C.P. Lesh, will also take the Ris name.

"The name change provides a uniform identity for all Ris divisions throughout the country," said Diem & Wing president John B. Schneider who now is president of Ris Paper Company's Mid-West Division. "We have benefited from the union with Ris through their superior mill relationships, marketing and financial expertise and operating know-how," he said.

Diem & Wing was founded in 1888 by Albert Diem, Sr. In conjunction with the name change comes the relocation of the company's Cincinnati offices to a new 60,500 square foot facility to the suburban Queensgate area.

In a related item, Ris has formed a Specialty Products Group to "serve the specialized needs of customers in the specialty paper and packaging fields," announced Joe Giordano, president of the Ris Pennsylvania Division.

BUTLER RELOCATES RENO DIVISION

Sparks, NV is now the new home for Butler Paper Company's Reno Division. The new location in Sparks provides more space for their operation, the company reported, as well as allowing the division to manage its inventory and deliveries more effectively. The company's telephone number remains unchanged.

Butler also announced that its Kansas City Division was named "Division of the Year." The selection was based on financial performance—sales, profitability, and asset management, creativity, professionalism and quality of service.

PAPER DISTRIBUTION INDUSTRY
BEST SELLERS

Rank	Publication	Last Mo.
1	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	1
2	Implementing Successful Paper Merchant Programs. Video Tape and Guide. *NPTA.* $65	2
3	Strategic Planning: A Fitness Program for Wholesaler-Distributors. *Andersen.* $35	—
4	Automated Inventory Management for the Distributor. *Graham.* $35	—
5	Harvest the Fruits of Paper Selection (Marketing Tool), *NPTA.* $.50 each	3
6	Introduction to Wholesale Distribution. *Danenburg/Moncrief/Taylor.* $35	4
7	Practical Handbook of Distribution/Customer Service. *Blanding.* $40	5
8	Industrial Paper Merchant Sales Compensation. *NPTA.* $40	7
9	Merchandising to Maximize Your Margins. *VanDeMark.* $25	8
10	Measuring Customer and Product Line Profitability. *Mullins.* $35	9

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

JAMES RIVER ACQUIRES CZ, CANADA CUP

The James River Corporation and Crown Zellerbach have come to an agreement regarding the acquisition of CZ. In an exchange offer accepted by Crown, the outstanding shares CZ common stock have been purchased by James River.

In a related item, James River has purchased Canada Cup—The leading manufacturer of disposable plastic and paper food and beverage service products in Canada. The company has six manufacturing facilities and employs 535 people.

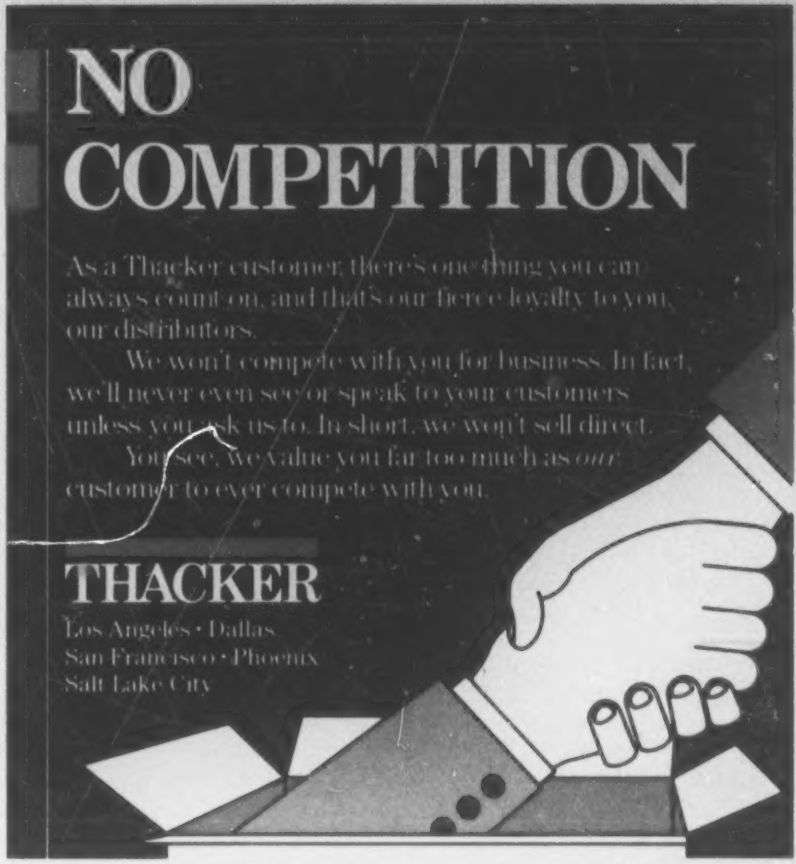
PAPER FOUNDATION RECEIVES NEW CONTRIBUTIONS

John F. Church, Jr., chairman of the Paper And Plastics Education Research (PAPER) Foundation announced that new contributions have been received toward the Foundation's Endowed Research Chair in Paper Wholesaling located at the University of North Florida in Jacksonville. The companies making contributions include: Acorn Paper and Restaurant Supply Company of Indianapolis, IN; Classic Packaging Company, Port Coquitlam, BC, Canada; Everett Wholesale Paper Company, Everett, WA; Frontier Paper Inc., Anchorage, AK; Spiegel Brothers Paper Company, Kingston, NY.

NEW REPORT ON PAPER COMPANIES AROUND THE WORLD

On an annual basis, Scandinavian Pulp & Paper Reports publishes the results of four specific surveys covering the major paper-producing areas of the world. The Scandinavian report includes 36 companies. The report on Europe includes 24 paper manufacturers. The U.S. report covers 28 companies and the Canadian report includes 22 manufacturers.

The reports reviewed: financial performance—costs, earnings, profitability; production—sales, exports; capital expenditures—details on main investment projects; raw materials supply—ownership, business strategies, etc. Each report sells for $150 or all four at $450. They may be obtained from Scandinavian Pulp & Paper Reports, P.O. Box 5399, Majorstua, Oslo 3, Norway.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CLASSY TAKE-OUT DEMANDS QUALITY PACKAGING

The challenge: Design packaging for carryout food for fine restaurants. *The solution:* Create theme "party boxes." Taking their own advice, Elaine/Paper Enterprises in New York City did just that. Their assortment of six "Tailgate Party Boxes" are an elegant way of transporting tasty meals from some of New York's better restaurants.

With love from Kings

In another recent achievement, Elaine/Paper Enterprises' creative packaging team developed a cardboard hamper for Valentine's Day for Bamberger's—a leading department store that used it in its popular food emporium. "We pride ourselves on creating 'to-go' packages that are both visually appealing to the consumer and that convey the distinctive image of the establishment we're working with," said Herb Sedler, the company's design and implementation specialist.

Last summer Elaine/Paper custom-designed the packaging for the popular "Macy's Picnic" promotion. In November, Aqueduct Raceway drew on Elaine/Paper's resources for printed glassware and restaurant supplies for the Breeder's Cup, the prestigious, annual showcase of the year's highest-earning thoroughbreds.

Currently, Elaine/Paper's creative team is brainstorming packaging ideas for the Statue of Liberty Centennial Celebration events.

CASCADES ACQUIRES AMERICAN CONVERTING PAPER

American Converting Paper of Rockingham, NC has been purchased by Cascades Industries, Inc. Cascades Pulp and Paper Division now includes seven companies located in Canada and one recently acquired firm in Europe in addition to the Rockingham, NC plant.

Product lines will remain basically unchanged and include bathroom towel and tissue products. Cascades sales office is located in Atlanta and headed up by Mike Robertson, Sr.

LANDSBERG PLANS $300,000 TO BE CONTRIBUTED TO HEARING IMPAIRED

As an example of what President Reagan calls "Private Sector Initiative," the Kent H. Landsberg Company of California is projecting a $300,000 corporate commitment to the Oral Education Center of Los Angeles to help the hearing impaired. To meet this goal, Landsberg Paperland has combined its traditional gala Open House with a Hearing Loss Awareness Program.

Over 12,000 suppliers, customers and community leaders are expected to attended the November 6–9 event to be held at the Alhambra facility of Sunclipse, a division of Kent H. Landsberg. The Open House will have a lumbertown and wild

THE SAMPLE SYNDROME

Use samples to enhance your sales pitch—not replace it.

Years ago they said, "This product practically sells itself." The master drummer would dispatch his green recruits to the hinterlands with this line, adding as they filed out of the room: "Just show it to your customers, boys, and write those orders!"

Today, a professional salesperson must be more sophisticated and better trained. But sales aids continue to be misused, particularly in new-product selling. It can sometimes be most inviting, for example, to use a new sample as the *pièce de résistance,* as if it could guarantee the sale.

This can happen to the rep with an overloaded schedule who feels the need to "keep moving." The sample becomes the salesman. Here's my observation: There is no denying the pulling power of a printed piece, product sample or sales aid. But such aids are primarily feature-oriented, and while they may win aesthetic or functional approval from the customer, they stand mute in regard to individual needs. It takes salesmanship to translate them into benefits—the real reason why people buy. Remember PSS II—NEED SATISFACTION SELLING.

Let's be honest. How many of us have shown a sample or sales aid and not known enough about the presentation piece. Read over all material and find out any additional information that you will need.

Sometimes a salesman will just as automatically reach for a visual as he might for a cigarette—a reflex brought on by a minor case of nerves. The real selling pros, on the other hand, establish a time-frame, rough out a plan of action and move step-by-step toward the close. They know when the contents of that briefcase should be introduced as elements of the sale, not as fail-safe reasons to buy.

May I recommend: It is good showmanship, and even better salesmanship, to introduce the sample or visual at a time when it fits naturally into the presentation. When you unveil your sample at that point, you will achieve a degree of impact that will heighten your benefit story and help customers to sell themselves.

On the other hand, all the samples, showmanship, and salesmanship in the world won't help if you don't ask for the order.

Dave Brizius, Corporate Director of Marketing Communications
Copco Papers, Columbus, OH

west theme and will include a Wild West Stampede Show.

In keeping with the spirit and philosophy of the President's Private Sector Initiative, Paperland is donating resources and helping to focus public attention on this serious national problem. Kent Landsberg is hearing impaired himself, but in addition to that, the entire company feels that they want to help those with this communication disorder.

PCA FORMS NEW PACKAGING GROUP

The Packaging Corporation of America (PCA) has formed PCA Disposables Packaging Group that will include two of its divisions, Ekco Products and A & E Plastics. Edward R. Heiser, formerly president of Ekco Products will head the new unit as group vice president.

"The move will allow PCA to take advantage of efficiencies and improve productivity by sharing technology, production capabilities and management across divisional lines," PCA reported. The Disposable Packaging Group will be headquartered in Evanston, IL and will maintain four production facilities in Wheeling, IL, Clayton, NJ, City of Industry and City of Commerce, CA.

NICE-PAK RELOCATES CORPORATE OFFICES

The corporate headquarters and East Coast flexible packaging operation of Nice-Pak Products, Inc. has been relocated to a new 170,000 square foot facility at Two Nice-Pak Park, Orangeburg, NY.

At this new plant, Nice-Pak will produce its entire range of consumer, institutional and medical wet-wipe products. The complex will also include the company's Research and Development Center.

PEOPLE IN THE NEWS

Edgar H. Grubb has been elected president of Zellerbach Paper Company, San Ramon, CA. He was formerly senior vice president of the company.

Kevin J. Pratt has been named "Salesman of the Year" for 1985 at Carr Paper Company, Pomona, CA.

Michael Donahue has been promoted to credit manager for Ris Paper Company's New England Division.

Richard C. Morgan has been appointed regional controller—Eastern Region for Butler Paper Company. **Thomas R. Jacokes** has been named vice president and general manager of Butler's Baltimore Division. **David G. Mason** has replaced him as vice president and general manager in Harrisburg, and **Scott L. Hay** was named Toledo branch manager.

Gerald McPherson has been appointed sales manager for the Universal Paper Corporation, New Berlin, WI.

Charles L. Nalley has joined Louisville/Southeastern Paper Company in Louisville, KY as executive vice president

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and general manager.

J. Wendell Thomas has been named sales manager of the Columbia Division of Garrett-Buchanan Company of Philadelphia, PA.

Michael Gerbsman has been appointed executive vice president-sales and marketing of the Major Paper Converters operation of WWF Paper. The company also announced that **G. Michael Arthur, Sr.** has resigned as president of WWF's Paper House in Florida to pursue other interests.

Niel Christensen has joined Paper Corporation of America as vice president-physical distribution.

Ross V. Cauthorne, former owner of Cauthorne Paper Company, died at the age of 76.

Rosetta Farrell has been appointed director of marketing for Cross Siclare/New York.

Michael W. Spidare has been named manager of Permacolor® products by the Industrial Division of MACtac. **Doug Cottrell** has been appointed national sales manager for the Roll Products Division and **Ted Shields** has been named to the newly-created position of marketing manager for the Printing Products Division of MACtac.

Roger W. Prall has become southern regional sales manager-consumer for The Fonda Group, Inc.

James F. Lenhoff has been named national merchant sales manager of The Beckett Paper Company.

Terence C. Laundry, formerly vice president, marketing and sales at Ekco Products and **Peter D. Mancusco**, who held the same position at A & E Plastics, have been promoted to vice president and general manager of their respective divisions of Packaging Corporation of America's Disposable Packaging Group.

Bill Shields has been appointed division manager of the Eastern Manufacturing facility for American Fiber Velope Mfg. Company.

Donald M. Cola will head up the sales of VBoard/VGuard products in the Northeast region for Laminations Corporation of Neenah, WI.

W. Lynn Thirtyacre has been named division vice president and general manager of the printing papers business unit of Crown Zellerbach. **Robert C. Martin** has become division vice president for communication papers.

Ronald V. Kelly has been elected president of the new SC paper mill venture of Pentair and Minnesota Power called Lake Superior Paper Industries.

EVENTS

JUNE

4. *Productive Opportunities for Paper Merchants. Chicago, IL. Contact NPTA.*

AUGUST

21–23. *Quick Print Expo sponsored by the National Association of Quick Printers, Hyatt Regency Hotel, Chicago, IL. Contact Philip Battaglia, Quick Print Expo Manager.*

SEPTEMBER

13–16. *NPTA Annual Convention and Paper/Plastics & Allied Products Exposition. Sheraton Boston Hotel, Boston, MA. Contact NPTA.*

OCTOBER

16. *Productive Opportunities for Paper Merchants. New York, NY. Contact NPTA.*

27–31. *Printech Week. Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

NEWS BRIEFS

Riverside Paper Company has announced plans to construct a 150,000 square foot warehouse addition at their Appleton, WI operation. The new space brings their converting operation to 384,000 square feet.

Hammermill Papers Group has addressed the laser printing market with the introduction of a paper suited to the special low-speed, high resolution requirements of this new application. "Hammermill Laser Plus" is a bright, highly opaque paper with a very level, smooth surface, the company reported.

Georgia-Pacific has added toll-free numbers to make some of their people easier to reach: Converting and Specialty Papers—1-800-554-2346; Publishing and Commercial Accounts—1-800-554-2347.

NPTA has created an introductory video tape program that is available for review free-of-charge to those interested in the Management Development Program held at Miami University, Oxford, OH. Contact the NPTA Education and Training Department.

Paper Trade Association of Philadelphia members recently marked their 82nd anniversary with a dinner at the Hershey Hotel. Outgoing president Jim Barrett (president, Killhour-Commercial) received a plaque in recognition of his efforts.

Graphics of the Americas, a printing trade show in Miami, has grown to 480 exhibitors using 120,000 square feet of space and attracting over 17,000 people. Printing industry sales in South Florida have surpassed the $2 billion mark. The Printing Industry of South Florida reports that their printing and publishing industry has grown larger than the Atlanta market by one-third.

Geneva Business Services reports that 60% of the 400–800 hours involved in successfully completing a typical merger is consumed in deal structuring. With companies in the $1–50 million category, "it is not abnormal for a merger or acquisition to take 9–15 months," Geneva president Arthur Perrone said, "from the time an owner has made the emotional decision to sell until the check is in his hands at closing."

Howard C. Ris to Receive the 1986 Stanley O. Styles Industry Excellence Award

The third annual Stanley O. Styles Industry Excellence Award will be given to Howard C. Ris, chairman emeritus and CEO of Ris Paper Company headquartered in Garden City, NY. The occasion of the Award's presentation is to be the 1986 Chairman's Luncheon held September 15 during the NPTA Annual Convention in Boston.

The Award, named for Stan Styles, a well-known figure and member of the paper industry for over 70 years, is given each year for excellence and achievement in business. Howard Ris is such an industry leader who exemplifies the qualities of the Award's namesake and follows in the tradition of the previous recepients: William J. Zellerbach and Albert F. Duval.

Howard Ris graduated from college in 1938 with a pre-law degree and joined his father in business—the paper business that Charles Ris bought three years earlier. As a $15 a week salesman, Howard tired of the salary arrangement and said "Listen, Pop, I can't do it this way any more. Put me on straight commission and if I make it fine; if I don't, I'll do something else." He didn't have to do something else.

Sixteen years later in 1954, Howard became president of the company upon the death of his father. Sales stood at about $1 million per year. "When I took over," he remembers, "I wanted to make it grow." And that is exactly what he did.

In the following 32 years, Ris paper has grown from one location to 17 houses on the eastern seaboard and west to Cincinnati.

In the company's 50th anniversary year in 1985, Howard Ris took the title of chairman emeritus and withdrew from the company's daily responsibilities. But, he will never be far from home. "I'm going to stay on the board and the executive committee and I will be involved in all critical decisions—especially future acquisitions."

Howard Ris has looked back on his illustrious career with pride and has the perspective of a true leader. "It's been a ball game, a great ball game," he said. "Tough times and good times, a lot of pressure, a lot of competitiveness, a lot of negotiating, a lot of give and take, a lot of salesmanship...and a lot of fun."

Join the Recognition

Be on-hand at the 1986 Chairman's Luncheon to participate in the presentation of the Stanley O. Styles Industry Excellence Award to Howard C. Ris. This special luncheon event will be held on Monday, September 15, 1986 at the Sheraton Boston Hotel. Tickets are $75.00 each and may be obtained by calling NPTA Headquarters at 516–829–3070. The keynote speaker for the occasion will be Ambassador Jeane Kirkpatrick. Make plans now to attend.

PRINTING PAPER

GRAPHIC DESIGNERS TALK ABOUT PAPER NEEDS

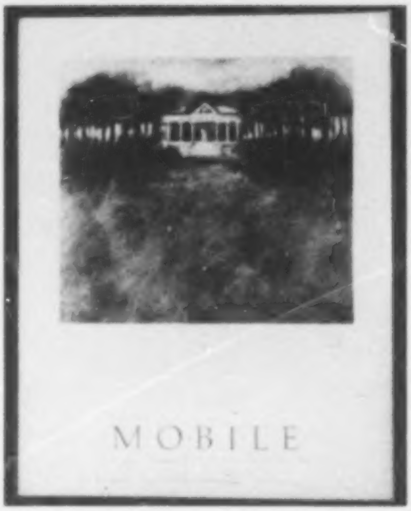
What do graphic designers want from paper people? *Graphic Design: USA*, a magazine specifically for graphic designers and art directors, polled readers by asking "Which of the followng paper ideas do you find most useful?" It is no surprise that "designers' work" and "illustrators' work" came up one and two respectively. Looking past that, one can see the important areas for all paper specifiers.

IDEA	RANK
Designers' Work	1
Illustrators' Work	2
Sample Books	3
Letterhead Samples	4
Production Tips	5
Posters	6
Dummying Sheets	7
Annual Report Data	8
Printed Demonstrations	9
Availability/Price	10
Calendars	11
Contests	12
Salesperson Calls	13
Distributor Lists	14
Other	15

Source: *Graphic Design: USA*

INTERNATIONAL PAPER SALUTES MACHINE START-UP

To celebrate the successful start-up of its second reconfigured paper machine in Mobile, AL, International Paper Company has issued a colorful, limited-edition poster, "Mobile," illustrating the graceful architecture of that Southern city and commemorating more than 56 years of papermaking operations there.



The new No. 6 machine was recently reconfigured to produce a high quality uncoated free sheet used for offset printing papers, note pads, reprographic papers, and envelope papers.

The attractive five-color poster is printed on sheets from the rebuilt No. 6 machine's first run of Springhill® Offset, 60 lb. Wove. For a complimentary copy, write to "Mobile–105," International Paper Company, 77 West 45th Street, Room 41–56, New York, NY 10036.

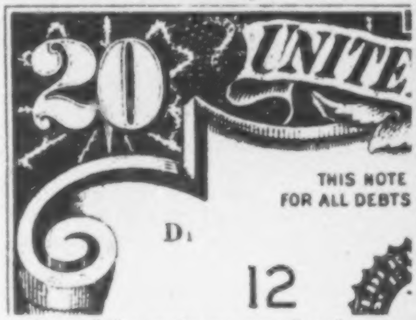
PIA MOVES PRINT CAMPAIGN INTO SECOND STAGE

The very successful "Turn on to Print" campaign has begun its second phase with the support of the Royal Zenith Corporation. The second printing of the "Turn on to Print" poster graphically shows the vast capabilities of print as a medium of communication. It shows a modern neon sculpture of three process ink colors forming a spectrum of color.

"The poster also functions as an invitation to students to explore the many areas of the growing and changing graphic arts industry as a possible career," reported PIA president Bill Teare. Posters are available from PIA by writing to: Turn on to Print, Communications, Printing Industries of America, 1730 North Lynn Street, Arlington, VA 22209. A check or money order for $3.00 must be included to cover the cost of postage.

PRINTERS OF COUNTERFEIT MONEY HAVE NEW PROBLEMS

Counterfeiters take notice! The U.S. Treasury Department is making it much more difficult to make a dishonest dollar. Last year, Secret Service agents seized $61 million in counterfeit notes before they were circulated and another $6.9 million that were already in use.



One of the main reasons for the governments' concern is that the growth in color reproduction technology brings with it what they call "casual counterfeiters"—those people who may be tempted to use sophisticated color photocopiers to print bills. Without some changes in the printing and/or paper, Treasury felt that the incidence of counterfeiting would rise.

Many dramatic proposals were entertained during a $7.5 million investigation of the subject, including changing the color of the bills or adding holograms. The Treasury Department decided on the use of a clear, polyester thread woven vertically in the paper. Also, the words "United States of America" will be microprinted around the portraits—too small for even the most sophisticated copiers to reproduce. The microprinting may only be seen with a very powerful magnifying glass and the polyester thread may be seen when held up to the light.

The new currency will be launched in about a year and government experts predict that it will take two and one-half to three years to fully replace existing currency.

INDUSTRIAL PAPER

MATERIAL SAFETY DATA SHEETS: WHO HAS THE RESPONSIBILITY?

With the November 25, 1985 deadline for distributors to comply with the OSHA Hazard Communication (right-to-know) laws behind U.S., the difficulties distributors will be experiencing in the handling of "hazardous chemicals" has only just begun. By this past May 25, employers must have complied with the remaining provisions of this law which includes a written hazard communications program, the labeling of containers in the work place, and employee information and training programs.

But there seems to be more questions than answers. How are manufacturers reacting to these new regulations in their relations with distributors? Are they really helping distributors to comply with Occupational Safety and Health Administration (OSHA) standards? While the law states that each and every container must arrive at its destination (end user) with both a label describing the hazards of its contents and a Material Safety Data Sheet (MSDS), are manufacturers supplying an adequate number of these?

This law adds a tremendous strain on both the manufacturer and the distributor and creates problems with operations as well as new insurance liability. Part of the problem also seems to be haziness of who is actually responsible for compliance in various areas. Just what constitutes the term "manufacturer"? Does it include the re-packaging of an existing formulated product? Or the re-mixture of two previously formulated products?

In any case, the focus is on the *distributor* to make certain that all of these products carry the information mandated by OSHA. NPTA is interested in learning more about how the system is or is not working. Just what manufacturer programs are in progress to assist distributors?

According to an article in the March issue of *ISSA Today*, it has been learned that the standard imposes affirmative duties upon distributors and manufacturers to provide information about the hazardous nature of chemicals. Any non-compliance, therefore, may be used to establish negligent conduct claims, especially in an employee-initiated lawsuit resulting from exposure to a hazardous chemical. While careful compliance with the standard may help to protect a manufacturer or distributor, juries are likely to be very impressed by any adverse evidence the new regulation produces.

It has also been learned that OSHA will allow the use of many different, existing labeling systems and approaches for in-plant labels. For example, some in-plant labeling procedures have used a numerical system to rate the severity of the hazard. These systems, such as the Hazardous Materials Identification System (HMIS) developed by the National Paint and Coatings Association, are allowed to be used in-plant where labels are supplemented by MSDSs; and employee training.

A number of services designed to facilitate compliance with OSHA's Hazard Communication Standard, as well as the state right-to-know laws, are currently or will soon be available. One such program, "Safechem II," provided by Safeware, Inc., runs on microcomputers such as the IBM PC. This system produces MSDSs which comply with the federal standard. Safechem II comes preloaded with typical data for the most common hazardous chemicals. The data base can be customized by adding the user's data for any chemicals not already listed.

Another software program is available from Compliance Software, Inc. The "MSDS Auditor Program" is designed to target MSDS to only those buyers that the state and federal laws require. Appropriate MSDSs are automatically mailed to new accounts upon their purchase of a hazardous material. Data sheets will also be sent to any existing customer who purchases a new product. Additionally, revised MSDSs will be mailed to those accounts that purchased the associated products in the past.

Audio/visual training materials to assist employers in complying with the standard are available from a variety of sources such as OSHA or the people with Hazard Materials Identification System (HMIS). These materials are especially useful as a general introduction for the training of employees in dealing with the specific chemical hazards in the workplace.

NPTA would like to learn more from both distributors and manufacturers on this issue and create a committee to discuss and assist both sectors in dealing with this complex law. Anyone interested in either participating by serving on the committee or submitting information related to this issue, please contact: Richard J. Lerman, NPTA Director of Marketing & Membership Services, 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.

FAST FOOD LABELING PRESSURE GROWS

Increased interest in the quality and nutritive value of fast food has sparked intensified consumer pressure on the Food and Drug Administration (FDA) to require mandatory fast food ingredient labeling. The Center for Science in the Public Interest (CSPI) recently presented the FDA with 5,000 petitions from consumers nationwide in support of mandatory fast food ingredients disclosure. FDA Officials have said that consumer opinion would be considered in the final ruling.

CSPI have provided the FDA with petitions signed by consumers, 127 scientists, and 10 consumer groups, reports *Nation's Restaurant News* (2/24/86). The organization argues that disclosure of fat content and ingredients would assist consumers who wish to avoid excess fat or substances to which they are allergic. The U.S. Department of Agriculture ruled against a similar argument last fall.

These are the people behind our commitment to paper

Georgia-Pacific people: ready, willing and able.

At the heart of our commitment to paper are the people who are committed to Georgia-Pacific. They are our "staff of life," and it's because of them that we're emerging into one of the biggest and best printing paper companies in the country. Furthermore, we're continually adding new people and training our present personnel to grow with us.

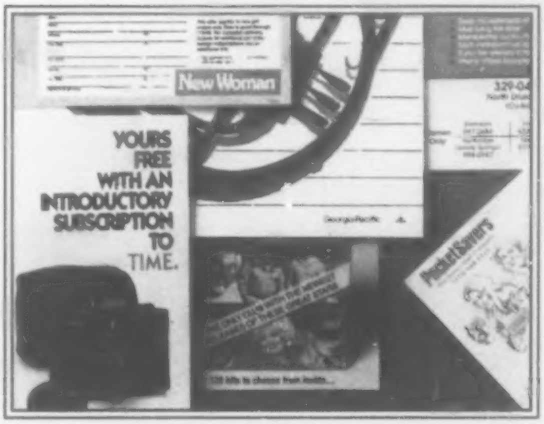
For example, we've expanded our sales and customer service departments to make sure our customers get the ongoing service they require. And we're supporting these people with an improved technical service department. We know that the only way we can keep our present customers and add new ones is by providing the best products and service possible.

Of course we will continue to invest in the best machinery, the best technology, the best systems. But our ultimate investment is in our people. Paper makers, product managers, quality control people, technical sales and service personnel, every single person who works for us. They are the ones who make it possible for Georgia-Pacific to give you what you need when you need it—the finest quality printing paper.

Superb printing stock: the culmination of our commitment to paper.

When you sell Georgia-Pacific paper, you can be confident your customers will be satisfied with its performance. When you print on Georgia-Pacific paper, you'll be pleased with the results. Because our goal is to make it possible for you to operate your presses at full speed, without making adjustments and without worrying about bad runs. And to help you do the kind of work good reputations are built on—clear, sharp and vibrant.

Before you put in your next paper order, take a good look at Georgia-Pacific. Because our commitment to becoming the best in the printing paper business is really a commitment to you.



Commercial printers depend on Georgia-Pacific for uncoated papers to fill all their needs—from cover and text grades to premium opaques to matte coated to offset papers.

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Paper Distribution's Unsung Heroes

A mountain climbing expedition was arranged by an intrepid climber. He put together the finest team knowing the strengths and weaknesses of each person selected. He took care in working with the members of his party, preparing them for the long assault of the summit. They were professionals all—even the porters who carried the gear and provisions like pack animals.

As the journey commenced, the dedication of all involved was evident. One of the porters carrying nearly 100 pounds of gear on his back kept the group in good spirits with his gentle manner, kind words and a spark of humanity that made the hours pass by quickly for the climbers. The leader of the expedition relied on his presence as everyone did, although nothing was ever said.

Two weeks into the trip, that porter took sick and the leader sent him back to a nearby way station to recover. The band became irritable after that although they didn't know why. They took to arguing among themselves, and the expedition leader, although a man of strong character, could not hold the group's focus on the goal.

Three days later, the expedition was disbanded and each went his separate way.

Stories of people working together striving for a common goal are numerous. Stories of failure are probably more common. In the story told above, the question to be answered is "who leads and who follows?" Although the expedition leader was a man of strong character, he could not hold the band together. The goal was clear, but his resolve was not enough. It was the lowly porter whose spirit made the chemistry just right—without him, they could not turn lead into gold.

The American paper merchant today focuses on the goal of increased profitabilty through service excellence and assembles a strong team. As the leader of an expedition into the marketplace, he or she must balance the strengths and weaknesses of each employee, teach and prepare each for the rigors of the daily climb.

But what has become exceptionally clear today is that the servant, by way of his hidden talents and abilities, becomes the master, and it is the wise leader who recognizes this in his people. The company executive, like the leader of an expedition, may need to serve his people to achieve the success he desires.

Recognition of employees is a way of serving them. It is a means to success. The company employees shown here are the behind-the-scenes people who serve the company of their choice. They are recognized because someone cared enough to do something about it.

Whether recognition comes in the form of "employee of the year," or a pat on the back, the great thing to remember is that everyone's job is important in the larger scheme of things. Taking the time to recognize some of the unsung heros is good for business and good for humanity.

MASARU NITTA: A Man for Every Season

by Brett Mitchell, vice president
West Coast Paper Company
Seattle, WA

Every company has a dream of keeping a group of highly self-motivated, highly productive employees; all of whom through well-balanced virtues of loyalty, honesty and faith in the company will give their all to see that each day the mission is complete. They continually strive toward improving themselves and the company as one.

Here at West Coast Paper Company, we are very fortunate to have such a person. Beginning in August, 1945, Masaru Nitta has been part of an ever-growing team of employees laying the foundation for one of the most successful paper companies in the Pacific Northwest.

Since his first day of work in 1945, Masaru Nitta has never missed a day of work nor has he ever been late a single day. The last 41 years have not been regular eight hour days either. He currently starts at 7:00 a.m. and works until 5:00 p.m. with a half-hour for lunch. Along with his regular duties in the warehouse, Masaru does additional janitorial work on off hours.

His dedication and devotion to his work has not gone unmatched by an equally strong commitment to his family. His "support" group includes May Nitta, his wife of 45 years, three children and four grandchildren. His hobbies include fishing, Judo and gardening.

Masaru Nitta's unquestionable excellence in work performance and perfect attendance along with all that *he gives* of himself to others surrounding him, creates an atmosphere any employee is honored to work in. Masaru has shown us all that conviction to the daily task and enforcement of a positive attitude leads to a fulfilling and enriching career. Everyone at West Coast Paper Company honors, admires, and respects this outstanding performer who has and will continue (at age 73) to do his utmost for all who surround him.

Has never missed a day of work in 41 years

JOHN WELLS: Unmatched Technical Expertise

by F. D. Simonsen, vice president
printing paper business unit
Crown Zellerbach Distribution Group
San Ramon, CA

In late 1983, Zellerbach Paper Company launched a project to conduct business with our suppliers using direct computer-to-computer links. John Wells from the MIS Department was selected to research the state of this technology and specifically to determine whether any industry standards had been developed for Electronic Business Data Interchange (EBDI).

In doing his research, John became actively involved in a committee of the American National Standards Institute which is responsible for inter-industry electronic interchange of business transactions. This committee, known as the X12 committee, was developing standards for purchase order transactions and John quickly took a leadership role in standards development. So far John has assumed ongoing responsibility for the purchase order standard and has authored four additional ANSI standards involving purchase order acknowledgements and purchase order changes.

John Wells is currently active with the ANSI X12 groups and was recently appointed to lead the Purchase Order project team. This group is chartered to facilitate all maintenance and development of purchase order-related standards. When questioned about the paper distribution industry's participation in Electronic Business Data Interchange, John indicated that his major concern is that the paper industry as a trade group has not made an endorsement of the standards. He indicated that other groups like the Automobile and Aluminum industries have worked together to develop EBDI standards as well as giving full endorsement of the ANSI standards.

We are very proud to have John Wells representing Zellerbach Paper Company in ANSI X12 standards development and look forward to the day the standards are accepted industry wide. We are also looking forward to working together with our customers so that all of us can benefit from the use of these new technologies.

John Wells was born in Seattle, Washington, and grew up on the beaches of Southern California. John moved to San Francisco, CA, in 1979 after receiving his Associate of Science degree from Coleman College.

Takes that extra step to help someone

John Wells joined Zellerbach Paper Company in August of 1981 as a computer programmer. He was assigned to support the Zellerbach accounts receivables system. In late 1983, John was promoted to systems analyst and was given the assignment of developing a computer-to-computer data interchange system. John Wells is currently a senior systems analyst and continues to reign as Zellerbach Paper Company's resident expert in computer-to-computer Electronic Business Data Interchange. John's hobbies are playing softball, snow skiing, and restoring his victorian home in Alameda, CA.

LANI RAZO: Equal to the Challenge

by Gene Shelton, president & CEO
Sunclipse, Inc.
Montebello, CA

Lani began her career with Kent H. Landsberg as a part-timer in 1980. In 1981, she assumed full-time duties in the Message Center. That's a spot where one has to learn quickly because all the information passing back-and-forth between the outside sales force and the inside is cleared through the Message Center. Lani proved equal to the challenge.

After becoming familiar with the Landsberg philosophy and way of doing things, Lani moved into the Expediting Department. There she was responsible for checking with suppliers to assure timely delivery of orders. She was able to greatly expand her knowledge of the paper industry.

After a number of months as an Expediter, Lani was offered a position in the Stock Department. This gave her a chance to become familiar with the highly computerized Landsberg inventory system. The system and Lani have grown together. Now Lani is in charge of all computer revisions to inventory including logging in receivers, making adjustments after stock counts and confirming no-stock reports from the warehouse.

The thing co-workers notice most about Lani is her attitude. She is always ready to take the extra step to help someone else in the company or, should the occasion arise, a customer. Lani hopes to someday work in the Inside Sales Department where she will have constant customer contact. We know they will appreciate dealing with her. Lani was named co-Employee of the Quarter for the first quarter of 1986.

ESTHER LEHOTSKY: Indispensable to Top Management

by Bennett N. Scott, Ph.D., Director of Training
Century Paper Company
Houston, TX

"No one is indispensable," it has been said. Whoever said that didn't know Esther Lehotsky. A veritable dynamo of energy, competence and compassion, Esther plays a key role at Century Papers, Inc.

As private secretary to chairman of the board, Jules Maltz, and president and CEO, Herschel Maltz, Esther is involved in discussions and decisions at the highest level of management. As supervisor of the corporate payroll department, Esther affects every employee of the company. And with the insurance program, Esther personally processes claims and extends her caring and concern to employees and their families in times of great need.

Even with all the projects Esther is involved in, one can still go to her for ideas, help or guidance on nearly any aspect of company interest and receive a cheerful response. Esther's personnel file of 30 years is full of descriptive words, such as conscientious, always cooperative, effective, pleasant, willing to give.

Accordingly to Herschel Maltz, "Esther's real value to Century is her rare ability to coordinate a concern for the best interest of the company with her sensitivity for the welfare of individual employees." Herschel adds, "She also makes life easier and more pleasant for Jules and me."

KAREN MARTIN: Efficient and Effective

by Jonathan O. Bloom, president
J B Papers
Union, NJ

At J B Papers, we strive for outstanding performance in selling, service and buying. In one of the less visible parts of our business, Karen Martin has demonstrated consistently outstanding performance. Working as assistant to our stock buyer for just over two years, Karen learned the business very quickly and now goes that extra step to make our company go.

Efficiently and effectively, she will check an alternate item when a mill is out of stock or solve a tough shipping problem to get our customer what he needs when he needs it. She has developed great working relationships. She's able to get that extra help from our mills to help us respond and serve our customers.

On top of the buying, she has helped us maintain a timely and accurate on-line inventory database, while also keeping our mill and price books current. Working with our customer service and sales people, Karen sets a quiet yet persistent standard of 125% output with a willing and "can-do" spirit.

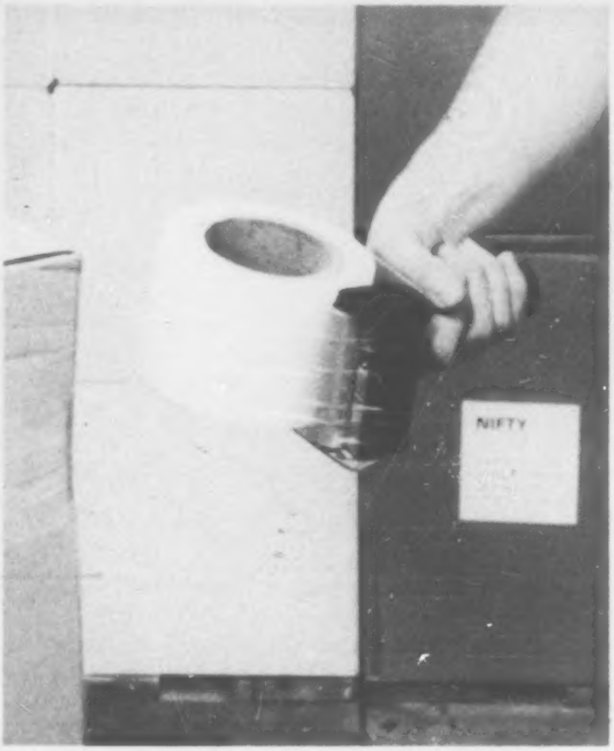
A dynamo of energy and compassion

WILLIAM W. KNEBLE: Customer Service at its Best

by Raymond J. Bonina, president
Garrett-Buchanan
Philadelphia, PA

Since before the Chicago Tribune's infamous 1948 headline that wrongly proclaimed Truman's defeat to Dewey, Garrett-Buchanan's Bill Kneble has been buying and selling paper. The knowledge he has acquired over four decades, combined with his unrelenting enthusiasm, has made him a role model for excellence in customer service.

Having worked through the terms of six company presidents and three company relocations at Garrett-Buchanan, Bill can recall the days when orders for paper, candles and even Tinker Toys were received at G-B by mail. He remembers a public relations campaign, before paper was transported on pallets, when a horse-drawn wagon was used to deliver cartons to the historic Philadelphia printing district. The campaign proved to be doubly successful when



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Teaches the art of professional customer service

the wagon met with fewer difficulties than the trucks in maneuvering the small cobblestone streets and became, for a time, part of the G-B fleet.

Today, equally at home surrounded by phones and computer terminals, Bill takes orders and quotes prices to a new generation of customer, the high-tech printer who needs fast and accurate answers. Bill has always made the customer the focus of his attention, keenly aware of their increased pressures due to stiffer competition, tight deadlines and increasing amounts of bid business. His paper knowledge and service-oriented attitude make him a particularly important component in the customer/merchant relationship.

Among his other duties are the jobs of keeping the company price book current and teaching sales trainees the art of professional customer service. Most outside sales reps can recall days at Bill's side learning the business and realizing that service is our most important commodity. Bill can boast that two of his students went on to become G-B presidents.

At 61, Bill can reflect on the growth that he has witnessed at Garrett-Buchanan, and he can take pride in his contributions toward that growth. He is now beginning to think about his retirement when, in a few years, he and his wife Anne will do some traveling, perhaps even get in some serious fishing. But before that time, this youthful and personable paper veteran, when asked to do the near-impossible, continues to offer his famous and encouraging phrase "Follow me and fear nothing."

Recognition in the Future

The response of NPTA's call for employee recognition was significant. Unfortunately, all of those sent in could not be included for lack of space. The employers who took the time to send in a piece about an employee should be commended.

This feature will be run again. It is NPTA's intention to foster employee recognition programs and interest in what may become an industry-wide "employee of the year" program.

At 106, Carl Schorske is Going Like 60

A man of many accomplishments, Carl Schorske has been a paper merchant his whole life. Although retired for 31 years, he still tracks the industry that was his first love and took the time to discuss his life's work with MN editor William H. Frohlich.

On Tuesday, June 17, 1895, a young man took the train down to lower Manhattan from his home in the Bronx. He was nervous about the trip for two reasons. He had never made it before and he was a day late.

The letter he carried in his breast pocket told him to be at the company's office bright and early Monday morning. Being unsure of the way there, he had waited for his older brother to take him. And now it was probably too late to get that job—his first job. At 15 1/2, it was important for him to get his career started.

He was ready, alright, looking quite the young gentleman in his father's suit that his mother had cut-down for him with short pants, high black stockings over the knee, high-button shoes and a big bow around his neck. There could be no finer office boy, he thought.

He arrived and talked with the boss, a very distinguished individual who impressed the young man immediately. "I'm glad to meet you son," the boss said, "but I just hired a boy yesterday. I don't know what I can do."

Crest-fallen, the young man turned to leave knowing the difference one day can make. As he reached the door, he heard someone shouting after him, "just a minute, just a minute." He stopped and faced the boss. "I talked to my two sons," the man said, "and I told them 'I like that boy and I want to hire him,' and that's what I'm going to do."

And Henry Lindenmeyr, Sr. did just that—he hired Carl Schorske on that June day in 1895—a day that Carl vividly recalls as launching his career in the paper distribution business.

Carl Schorske began what would be a 60 year career. As an office boy in 1895, Carl worked 8:00 am–6:00 pm daily and eight to five on Saturdays, all for $4.00 a week. His duties included delivering invoices to customers in lower Manhattan for it was cheaper than mailing them. From the company's offices on the corner of Mulberry and Houston Streets, Carl would walk over to Broadway to get the cable car and take it down to the Battery. There he would begin his delivery route as he walked his way back to the office.

Of course, it was a long trip just to get to the office by 8:00 am from the upper Bronx to begin his rounds each day. It meant he was up before six and not home until after seven at night. But for a young man, learning the streets of the city was a joy.

He remembers that first office well. There were no women in the business in 1895. The company stenographers sat in the office in their waist coats and hats looking very formal. Carbon paper had not yet been invented. What they used for duplicating business correspondence was a "copy book." This was a bound book with yellow tissue paper leaves. Typed letters were put between the pages and at the end of the day the book was put in a handpress. After the leaves were air-dried, Carl would have to file the copies.

The year after that, Carl was promoted to cash boy at Lindenmeyr and worked in the company store. When business was slow, he would spend his time pulling samples from the warehouse to restock the many drawers in the store and arrange the samples. One day some four years later, Gustave Lindenmeyr saw Carl in the store and said, "Schorske, I see you

CHAIRMAN'S CORNER

We Salute the Paper Performers

If you have been reading these articles in past issues, I would hope that by now you have some sense of my regard for the importance of people to our individual businesses and to our industry. In this issue, we have the opportunity to learn about just a few of the outstanding performers within our ranks. Read about them. Each of them, in their own way, is truly outstanding.

With each of the individuals featured in this issue, someone cared enough to submit an article. Caring and being willing to do something about it encourages talent, ability and effort. Our featured performers would tell you that they have not been operating in a vacuum. Support and respect of others within their companies has been very important. We salute these individuals. They are deserving of our respect. And we thank those who cared enough to tell us about them.

R W Abrams

Richard W. Abrams
NPTA Chairman

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IN PERSON CONTINUED

working around here every day...what are you doing?"

"Well, Mr. Lindenmeyr," Carl responded shyly, "I'm replenishing and cleaning up the samples."

"Who told you to do that?" Gustave asked.

"Nobody," Carl answered. "Did I do wrong?"

The boss said, "No! quite the contrary, you did a wonderful job. What are you earning now," Gustave asked.

"Four dollars a week, sir," said Carl.

"From Saturday on it'll be eight dollars!" smiled Gustave.

Carl Schorske has many fond recollections of those days in and around the store. He recalls that there was an initiation rite for new boys who were hired there. Someone in the store would complain that a certain sheet of paper was too short and the new boy was sent off to the top floor to fetch the "paper stretcher." On each floor, he would be told that it could be found on the floor below. Those days around the turn of the century for Carl have melted into comfortable memories that he enjoys talking about.

He stayed with Lindenmeyr through the First World War and into the Twenties. In 1923, he took a job with a mill agent where he worked for five years.

Then, in 1928 Carl went to work for George W. Millar, also in New York City. As a well-rounded paper man, he became general manager of the company and stayed there until his retirement in 1955.

Talking to Carl, one gets to relive the history of the paper industry. His first-hand experience with the changes that took place gives the listener a sense of how far the business has come. Carl began in the days when deliveries were made by horse-drawn wagon and technological changes brought new kinds of paper and board and Kraft first appeared. He witnessed the growth and standardizartion of the industry that is now responsible for the sale of $30 billion of paper products each year.

Today, Carl Schorske still lives in the house he built 65 years ago in Tuckahoe, NY. He is an easy-going, warm-hearted man who enjoys his life in the community. And at 106, he now looks back with pride on a successful career in the paper business and is still an active community leader who loves his little corner of the world.

The Leaders of Tomorrow's Industry

Who are the paper distribution industry leaders of tomorrow? They are the ones at the forefront—with new ways of conducting business, harnessing new technology and using strategic planning to catapult their companies into the future.

The average age of the young executive in the paper distribution industry is 35. 96% are male and nine out of 10 are married, but only one in 10 have children.

In mid-February, NPTA surveyed the members of its Young Executives Forum (YEF) to create a profile of the leader of tomorrow. What was discovered paints a picture of the dynamic changes taking place in the industry—an industry that is facing its challenges professionally; an industry that is tapping into the mainstream of corporate life.

Personal Profile

The stability of any industry—be it retail or wholesale is in part reflected in the number of years an individual remains with his company. While all studies indicated that the United States work force is one of the most mobile in the industrialized world, the NPTA study points to a high level of industry dedication and company commitment. Most surveyed have had two previous jobs but have spent 11 years in wholesale paper distribution—nine of those years with their present employer.

This shows that the average young executive graduated from college, landed his first job outside the industry, kept it for two years than entered the paper business and stayed.

University training is seen as very important to this group. Of those responding to the NPTA survey, 50% hold college degrees with an additional 24% having completed post-graduate work (and most of those in MBA programs).

It is clear that the young executive puts stock in education. Beyond University training, most reported a very active and disciplined approach to keeping up with their changing industry: 84% have attended NPTA-sponsored programs; 65% gained support from programs provided by suppliers; 57% utilized programs from outside training organizations; 31% valued self-study programs and 29% attended formal, university-based educational programs.

Business Profile

The typical young executive is certainly in upper management: 65% hold positions of vice president or above. The remaining 35% are managers of various description, with most everyone reporting to the CEO or president. Each supervises an average of 26 people in his position. 32% of those responding work for a printing paper house, 40% are employed by an industrial paper distributor and 28% dual—equally divided between single location and multi-branch operations.

The salary and benefits of young executives in paper distribution indicated by the NPTA survey showed that more than half earn between $45,000—$75,000 per year. Interestingly, one in five earn more than that.

In the execution of his job, the young executive must face many critical tasks. Those surveyed were asked to rate these critical tasks as very important, somewhat important, or not important. The top five most important areas in order were:

Survey Conducted of YEF Members

In recognition of the important role that today's young leaders play in shaping the scope, focus and direction of wholesale paper distribution, the National Paper Trade Association founded its Young Executives Forum in 1975. By virtue of their position and expertise, these young industry leaders will be managing the changes that will impact their firms tomorrow.

A comprehensive survey was sent to 115 members of the NPTA Young Executives Forum in mid-February, 1986 and a total of 68 usable returns were logged—a 59% response rate.

The purpose of the Association's YEF group is to create "an opportunity for executives under the age of 45 to meet and be kept up-to-date on important issues confronting the paper distribution industry," reports Michael Olthoff, chairman of the YEF and vice president of Nichols Paper, Muskegon, MI. "Too often, we are busy with daily activities and don't take the time to analyze where we are, where we want to be and how we want to get there."

The YEF offers its membership educational programs plus an opportunity to interact. Jon Bloom, president of JB Papers and a member of NPTA's Board said, "By limiting membership to management, we have been able to direct our programs to those who will soon be the leaders of our industry." Information on the Young Executives Forum may be obtained by contacting Bruce Linden at NPTA headquarters.

The Paper Distribution Industry Young Executive Profile

Age: 35
Sex: Male
Marital status: Married
Children: None
Education: Degree + post-graduate work
Years in industry: 11
Years with present employer: 9
Present position: vice president
Years in present position: 6
Reports to: president/CEO
Number of people supervised: 26
Salary: $64,500 (estimate based on category averages)
Company operation: Single house or multi-branch printing, industrial, or dual
Member: NPTA Young Executives Forum

- Focusing on business profitability
- Leadership approaches/decision making
- Problem solving
- Personnel selection and evaluation
- Training and development/employee coaching

Considered least important, were the following:

- Warehouse operations
- Purchasing
- Account management
- Field sales skills

Future Issues

As the paper distribution industry changes to meet the challenges ahead, new issues confront the young industry leader. Here is a sample (in no particular order) of the issues which concern young executives today about the business world of tomorrow:

- Survival of domestic mills/foreign potential
- Erosion of market share due to competition
- Continued specialization
- Manufacturers selling direct to end-users
- Data processing & technological changes
- Compensation of inside sales support and the changing role of outside sales
- Cost containment
- Growth of large chains/corporate take overs/mergers and acquisitions/survival of independents
- Growth in cut-size demands
- Government regulations and restrictions, health and liability insurance rates, workman's comp. unions—non-marketing factors
- Pressure to maintain current ROI and to reduce costs maintaining acceptable profit margins
- Lack of product availability to suit need
- Telemarketing
- Specification selling
- Better control of overhead
- Need for new and more profitable products
- Training
- Better sales representation by mills
- Ability to sell quality and service instead of price/value added selling/service excellence
- Need for paper distributors to expand into other areas

YEF

SECOND ANNUAL YEF CONFERENCE: A HUGE SUCCESS

By: Dave Milleman
Mac Papers Inc.
Tampa, FL

The Young Executives Forum (YEF) of NPTA met at the Registry Resort in Scottsdale, AZ March 20–23. Everything from the 80-degree days, the breathtaking gardens surrounding the pool and cabana areas, the meetings, dinners, golf and tennis were a rewarding experience for all.

Forty-two young executives (nearly half included spouses) from around the country met for three extremely successful sessions. Bruce Merrifield, a graduate of Princeton University (BA) and Harvard University Graduate School of Business (MBA), headed up Friday's session on strategy in marketing guidelines. This presentation covered more than 60 guidelines in five areas to help participants become fast-growth managers.

This session was very helpful in several ways including: A. to sharpen the company's focus on most productive products and customers; B. to organize and direct management and personnel to work together at a consistent pace; C. to measure improvement of self-service value to customers rather than commodities for a price.

Although this session was to close at Noon on Friday, the interest level was so high that we kept going until 2:30pm.

The Saturday morning session was geared to: A. create a high-performance environment that will stimulate employees to give their best efforts rather than *demanding* some sort of performance; B. to make daily decisions which are efficient for both immediate and long term contracts; C. to hire fewer people, but of better quality; D. to achieve a "zero-error" operational environment. This presentation kept us in suspense and we interacted for three hours in overtime!

Sunday morning, we had an interesting panel discussion on distributor-manufacturer communications. This was hosted by George Wofford, Zellerbach Paper Company and Dennis Katterhenry of 3M.

Steady Growth Forecast for Wholesale Distribution

The U.S. Department of Commerce recently published its *1986 U.S. Industrial Outlook* for the wholesale trade. It covers some of the major issues concerning wholesalers in general, the broader environment of which paper merchants are a part. The major distinction in the report is made between durable and nondurable goods. Following is the Commerce Department's outlook.

Current Situtation

Merchant wholesaling (SIC 50–51) is expected to post a sales gain of almost 4% in 1986, with nondurable goods trailing durables. Annual growth at a 5% rate is foreseen through 1990.

Sales by merchants of all types during the first six months of 1985 increased by only 0.9% compared to the same period a year earlier. Sales of durable goods by wholesalers increased by 2.9%, while sales by nondurable goods wholesalers decreased by 0.6% during the same period.

Merchant wholesalers are playing an increasingly important role in the nation's distribution system. Of the wholesaling industry's total $2.0 trillion sales in 1982 (the latest year for which data are available), merchant wholesalers accounted for 58%—up from 53.7% in 1977.

Employment and Earnings

Employment in wholesaling has been stable primarily because of the diversity of the industry's customers. Moreover, the industry tends to reduce working hours rather than employment during a recession.

The average workweek of the wholesale industry was approximately 38.6 hours in 1985, about the same as in 1984. Average hourly earnings rose nearly 3% to $9.22 an hour.

Computer Technology

Many wholesalers feel that they operate most profitably and efficiently when they can evaluate their business with the assistance of computerized systems. By 1990, it is estimated that 50% of merchant wholesalers will use computerized systems for delivery route scheduling and vehicle-load planning, according to industry sources. In 1980, a very small percentage of wholelsalers used such systems.

Taxes and Tax Reform

Annual studies by the Congressional Joint Committee on Taxation consistently show that the wholesale industry pays either the highest or the second highest effective tax rate of the industries studied—approximately 35% in 1983 and 36% in 1982.

Wholesalers contend that high effective tax rates result because they are labor and inventory intensive. As a result, they are unable to make more than nominal use of most of the tax-reduction items in the tax code which by-and-large are aimed at capital-intensive industries.

The existence and impact of the problems caused by the disparities in effective tax rates led the NAW to form both the Coalition to Reduce High Effective Tax Rates and the Tax Reform Action Coalition, with representatives of other major affected industries.

Long-Term Prospects

Assuming that the economy remains fairly stable, total sales by merchant wholesalers are expected to grow at an annual average rate of 5% during the 1986–90 period. Frequency and speed of delivery as well as cost will continue to be important to customers. As telemarketing becomes more prevalent, customers will deal with the wholesaler's inside sales force more often.

According to the DREF report on wholesaling's future, customers' proximity to wholesaler-distributors' warehouses and sales branches will become *less important* as improved computerized information and telemarketing systems enable companies to more easily handle orders from distant customers. Wholesalers are also expected to turn to common and private carrier distribution networks as a cost-effective alternative to using their own delivery vehicles. While wholesalers will tend to expand the number of geographic markets in which they operate, they will concentrate on urban and suburban areas and high volume customers.

FOLDING CARTON SHIPMENTS REACH RECORD HIGH IN JANUARY

As reported in an article in *Impressions*, the newsletter of the Paperboard Packaging Council, folding carton shipments for January, 1986 reached a record high of $274.4 million. This surpassed the 1985 mark by nearly $1.0 million for the highest January volume in industry history.

January was the second consecutive month of record dollar volume for folding cartons, according to Paperboard Packaging Council's vice president Charles R. Beranek. The January gain is remarkably strong, coming on top of prior gains of 3.4% in January, 1984 and 8.8% in January, 1985. The January, 1986 dollar level represents an improvement of more than $31 million since January, 1983 and an average annual gain of 4.0%.

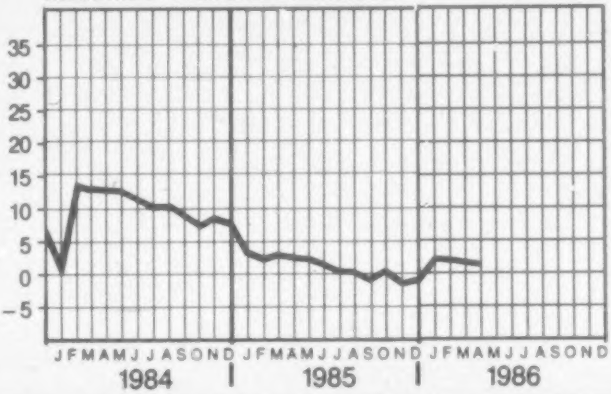
SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

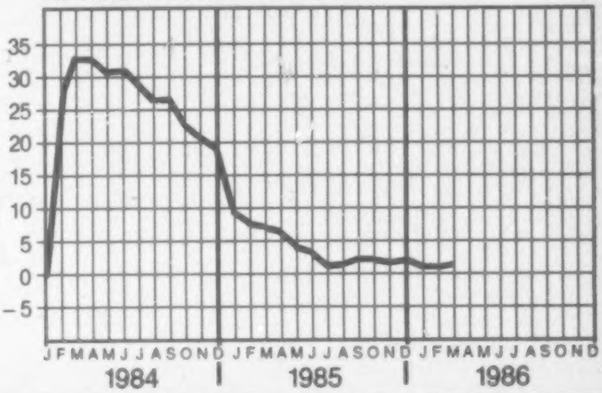
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



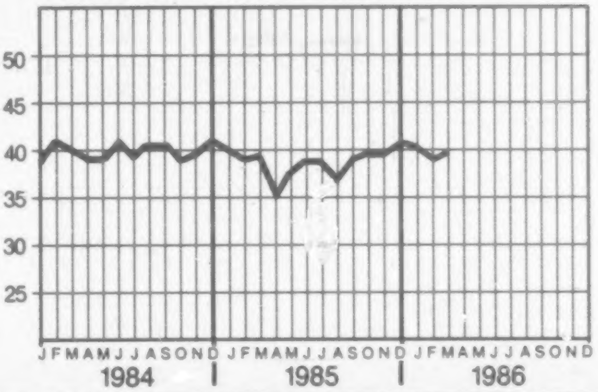
PRINTING PAPER SALES NATIONALLY



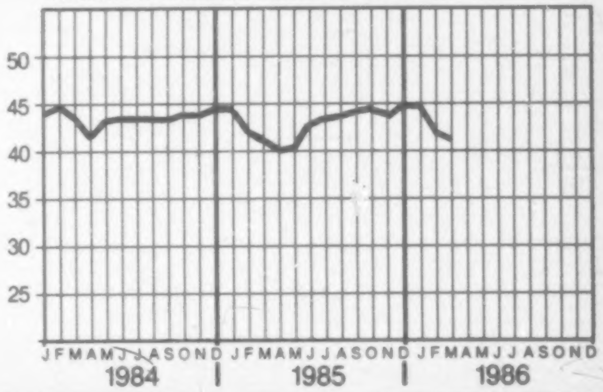
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



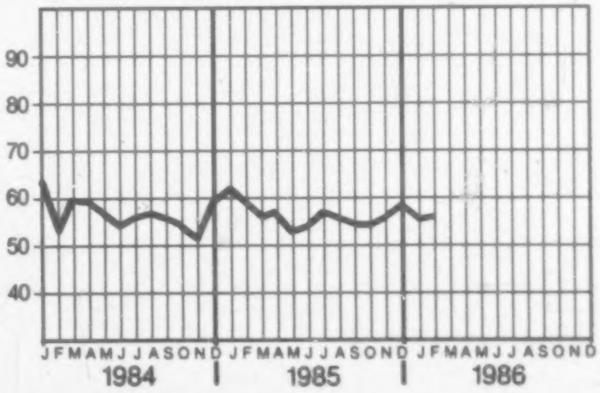
PRINTING PAPER RECEIVABLES NATIONALLY



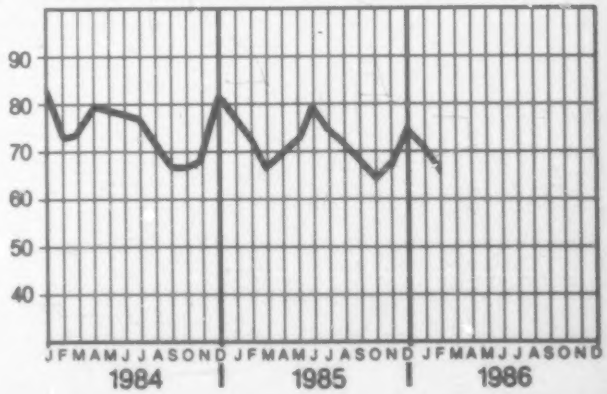
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

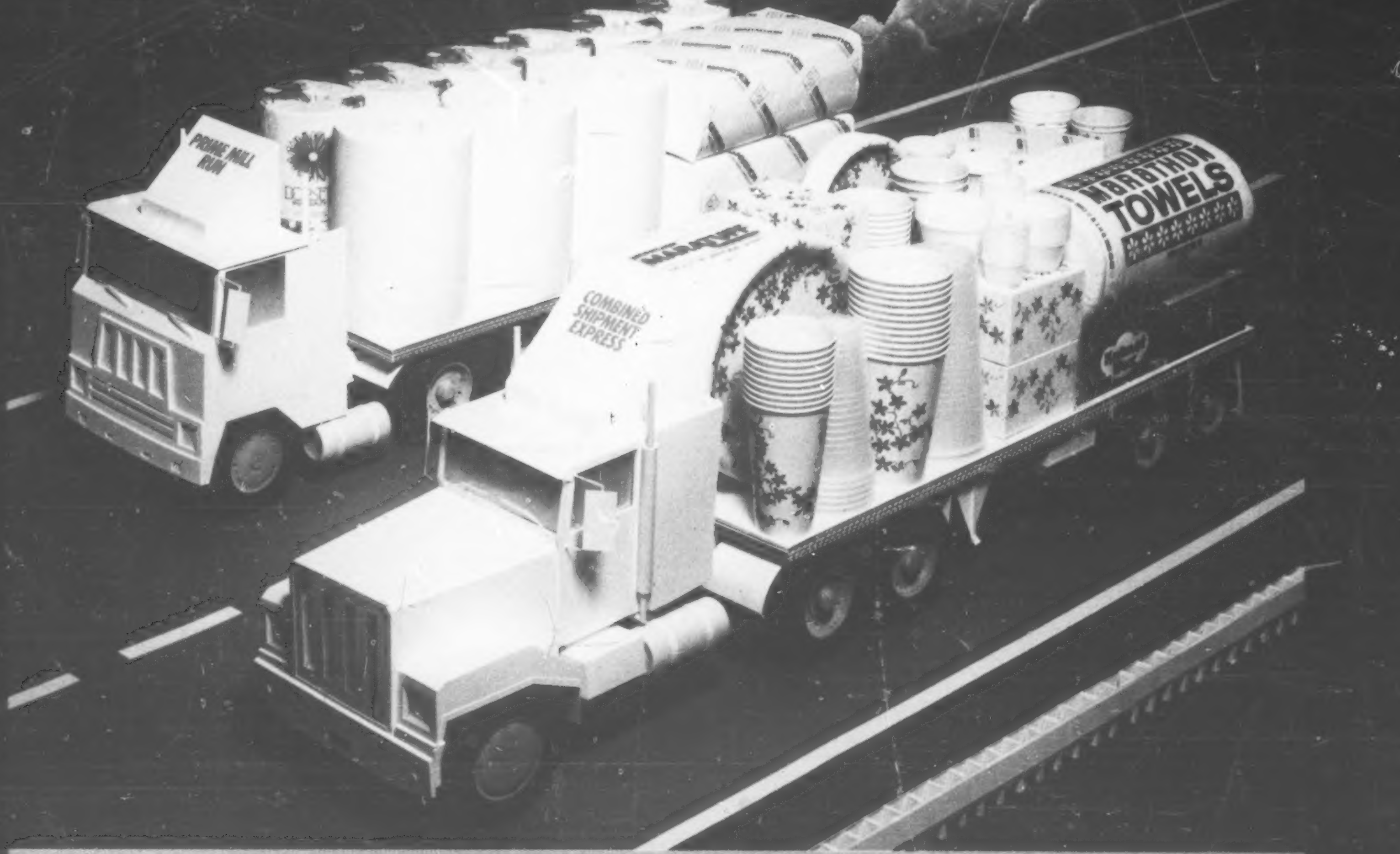
INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



DIXIE/MARATHON



OUR FLEXIBLE SHIPPING SYSTEM DELIVERS MORE PROFIT.

With Dixie/Marathon, you can pick and choose the way you want product delivered. Whatever helps you turn your inventory most profitably.

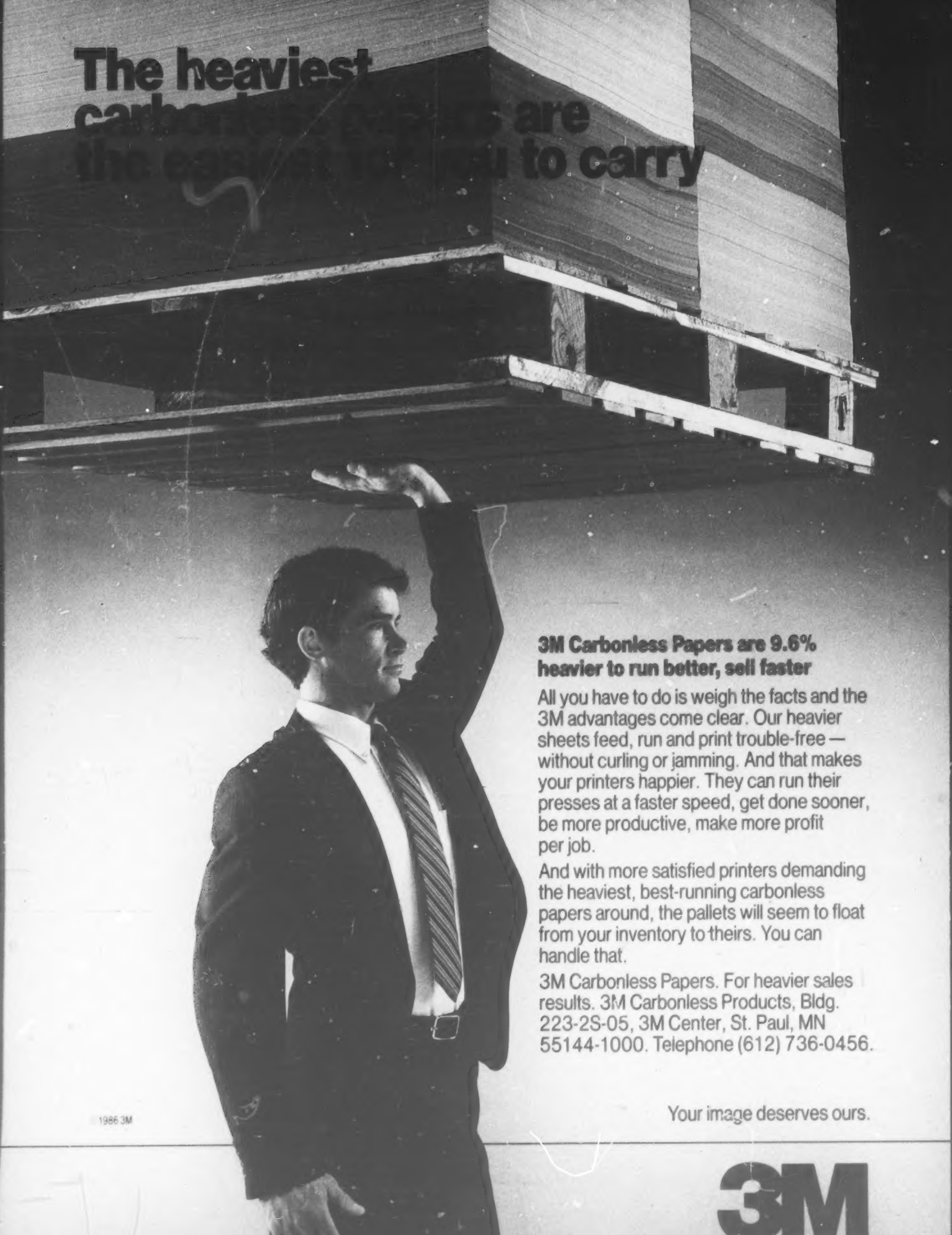
Would a mixed order of foodservice and sanitary items give you faster turns? OK. We'll send it all at once from a combined shipment center.

Or maybe a large shipment, straight from the mill, would save you more.

Either way, we have a remarkable record for accurate, on-time delivery. And you have the industry's broadest line of disposables to choose from.

What you want, where you want it, all at once: Nobody works harder to help you turn your inventory more profitably. See your Dixie/Marathon representative for details.

JAMES RIVER CORPORATION
DIXIE/MARATHON® PRODUCTS



3M Carbonless Papers are 9.6% heavier to run better, sell faster

All you have to do is weigh the facts and the 3M advantages come clear. Our heavier sheets feed, run and print trouble-free — without curling or jamming. And that makes your printers happier. They can run their presses at a faster speed, get done sooner, be more productive, make more profit per job.

And with more satisfied printers demanding the heaviest, best-running carbonless papers around, the pallets will seem to float from your inventory to theirs. You can handle that.

3M Carbonless Papers. For heavier sales results. 3M Carbonless Products, Bldg. 223-2S-05, 3M Center, St. Paul, MN 55144-1000. Telephone (612) 736-0456.

Your image deserves ours.

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NPTA MANAGEMENT NEWS

JULY 1986

Printing merchants had it the toughest
Longer industrial collection periods
NATIONAL PAPER TRADE ASSOCIATION
sales gains were tougher to get

Paper Distribution's 1985 Financial Performance: A Mixed Bag

MR. ED KIANKA
CONGRESSIONAL INFORMATION SVC
4520 EAST WEST HIGHWAY
BETHESDA, MD 20814

DIXIE/MARATHON

PUT TOGETHER A BETTER SALE WITH DIXIE/MARATHON AS YOUR PARTNER.

We'll work with you right through the final handshake.

For instance: we've got "System-selling" seminars that train your reps to sell customers, not just disposables. And when your people ask for help, we'll put ourselves on the line and make sales calls right alongside them.

We also give you the broadest line of disposables. Which means we give you more selling opportunities than anyone.

There's more, too. Like merchandising. But mostly, it's attitude: to Dixie/Marathon, a distributor is a valued partner. Someone to work with, not around.

If you need proof, talk to your Dixie/Marathon representative.

JAMES RIVER CORPORATION
DIXIE MARATHON® PRODUCTS

AD NO. 11-85

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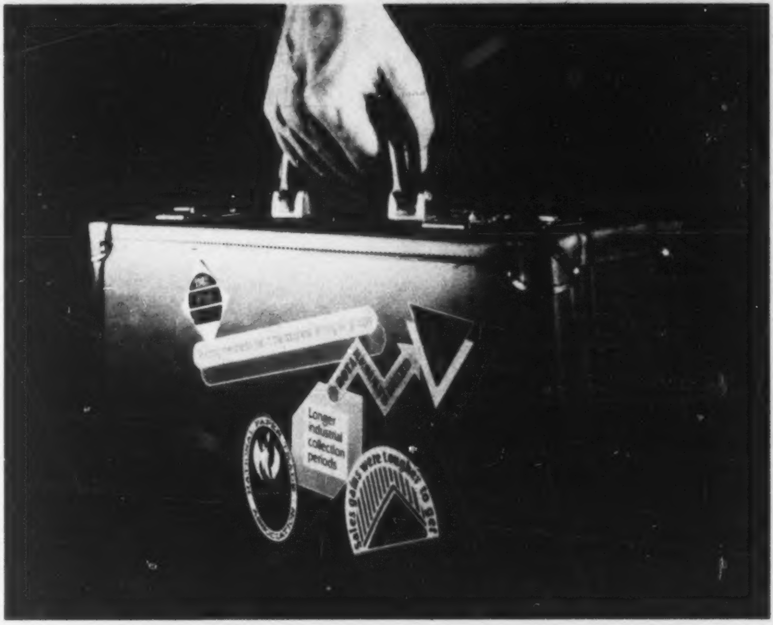
Longer industrial collection periods
Sales goals were tougher to get

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NPTA has just released its 51st annual issue of Paper Merchant Performance—the industry performance report. Summary findings are reported here. The full report has been mailed to the NPTA membership.

26 **The Salaried Tourist Dilemma**
by Jack Carew
Sales people are reluctant to call on new accounts. They like to avoid high risk situations. Jack Carew, noted sales training expert, reviews the problems associated with new account development.

28 **NPTA Graduates Third Printech Week Class**
The Printech Week program has become an important part of sales training in printing and graphic arts technology for paper merchants. Held at Rochester Institute of Technology, Printech Week offers a wealth of experience.

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COVER PHOTO: Richard Chesnut

MDS HAS COMPLETED ITS RESTRUCTING

Mohawk Data Sciences has been restructured and announced the sale of five of its domestic business units to focus its energies on its remaining MDS Qantel computer operations. The reason for this action, states Matthew Tutino, Mohawk's president and CEO, is to "strategically place Qantel and its subsidiaries on a solid financial footing on which they can expand worldwide."

There were no pieces of the Qantel operation sold during the restructuring, Tutino pointed out, and Qantel customers will continue to receive the "high quality maintenance standards that they currently enjoy."

design
fixturi
merch

FORMER NPTA CHAIRMAN "WINS THE STORE"

Former NPTA chairman Lionel W. Eltis of The Paper Shack & Container Store, Bossier City, LA, recently won the contents of a 2,000+ square foot model retail store in a special giveaway at the National School Supply & Equipment Association (NSSEA) spring trade show in St. Louis.

Eltis, whose company is currently in its first year in the school market, won the prize of exhibitor-donated merchandise and fixturing to his doorstep.

"My wife Shirley (the company's vice president) and I were absolutely thrilled to win...and it couldn't have happened at a better time," recalled Eltis. "We were right in the process of opening a new store, and thanks to the NSSEA giveaway, our store is practically filled."

Eltis is currently planning to integrate his recent winnings into the layout of his new 3,350 square foot retail store.

EVENTS

AUGUST

21–23. *Quick Print Expo sponsored by the National Association of Quick Printers, Hyatt Regency Hotel, Chicago, IL. Contact Philip Battaglia, Quick Print Expo Manager.*

SEPTEMBER

13–16. *NPTA Annual Convention and Paper/Plastics & Allied Products Exposition. Sheraton Boston Hotel, Boston, MA. Contact NPTA.*

OCTOBER

16. *Productive Opportunities for Paper Merchants. New York, NY. Contact NPTA.*

27–31. *Printech Week. Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

NOVEMBER

3–4. *The Second International Unbleached Kraft Conference, Waldorf-Astoria Hotel in New York, NY. Contact* Pulp & Paper *magazine. 212-683-9294.*

10–15. *Paper Distribution Management Development Program. Miami University, Oxford, OH. Contact NPTA.*

16–23. *New York Paper Merchants Association's 1986 Seven Day Seminar & Cruise on board the Carnival Cruise Lines Superliner "Festivale." Contact NYPMA. 212-867-9660*

18–19. *Industrial Sanitary Supply Symposium—"Sanitary Supply: The Role of the Industrial Paper Merchant." Atlanta, GA. Contact NPTA.*

NPTA CONVENTION PLANS IN HIGH-GEAR

For those debating whether to attend the 1986 NPTA Convention and Exposition September 13–16 in Boston, here is some news that might help those on the fence decide. This will be a record-breaking event. The 1986 Paper/Plastics & Allied Products Exposition is almost sold out.

Hospitality suite requests are coming into NPTA headquarters in record numbers. Suppliers have realized that the 1986 Convention and Exposition will attract many more merchants simply because it is being held in Boston this year and they want to be there to greet their customers.

A more convenient registration system was put in place this year, too. For all those who register by mail, badges will be sent to them before they leave for Boston—no waiting on registration lines.

Be on-hand at the September 15 Chairman's Luncheon when the Stanley O. Styles Industry Excellence Award is presented to Howard C. Ris, chairman emeritus of the Ris Paper Company. The keynote address will be given by Ambassador Jeane Kirkpatrick.

Plan now to attend. Information on low air fares may be obtained from Rich World Travel at 1-800-431-1130. Early air reservations will save even more money for all Convention goers.

Come to Boston. Be a Paper Performer!

THE TIGER NEVER SLEEPS

CPI's PAPER TIGER

A CUSTOM SOFTWARE PACKAGE DESIGNED FOR THE PAPER MERCHANT

Paper Tiger is the result of thousands of hours of research into the specific operational requirements of the paper merchant. We first studied and addressed the unique inventory, cost, purchase, substitution and ***SALES/SERVICE*** data critical to the industry. Only then did ***CPI*** begin work on the software design we call ***Paper Tiger.***

The result? Stated simply, ***Paper Tiger WORKS.*** It's the ***COMPLETE*** system for the paper merchant. It gives you instant access to accurate, timely data that helps provide your customers with better service. As a result you sell more product, operate more efficiently and are more profitable.

If you think that these are pretty tough claims, you're right. But ***CPI*** and ***Paper Tiger*** deliver on every one of them—and more.

So, why not give us a call. We'll send you, with no obligation, an information package that details how ***Paper Tiger*** can improve your business. And you'll be taking the first step towards better sales, service and profits, plus one more extra we didn't mention—peace of mind.

CPI, Inc.
Route 34 & Artisan Way, Post Office Box 188
Colts Neck, NJ 07722
1-201-462-8900

WHAT KIND OF SELLER ARE YOU?

In a recent issue of Psychology Today, Dr. Donald J. Moine identified four basic selling styles used by professionals. It is interesting to see where you or your sales people fit.

CLOSING SELLERS

These are people who are intense and self-confident. They are status-conscious individuals who use the power of their emotions in their sales, but do not use customers for their own emotional satisfaction. These are the sellers who usually like the "big-ticket" sales.

CONSULTIVE SELLERS

Those are usually aggressive, independent people who are more concerned with "class" than "flash." They see themselves as highly skilled technicians who are good problem solvers. They know trends and can help customers take advantage of the changes in the marketplace.

RELATIONSHIP SELLERS

Those "relationship sellers" are hard-driving people who are very empathetic to the customer and his needs. They seek to build loyalty over a long period of time and are successful because of their patience and persistence. They are very good with their on-going accounts.

DISPLAY SELLERS

Practitioners of "display" selling are often friendly and low-key. They may be less overtly achievement-oriented than the other types, but may be very successful. They are stimulated by dealing with people and so can often increase the dollar value to many sales.

24% INCREASE FORECAST FOR PAPER DEMAND BY 1995

Leading the way to 1995 will be the growth in need for business forms, inserts, catalogs and copier paper. According to a new report by Communication and Information Services, titled "U.S. Demand for Paper Grades in a Competitive U.S. Market," the growth in copier papers and forms bond is a "primary driving" force behind uncoated freesheet demand.

The authors of the report told *Paper Trade Journal* that the widespread use of computers and copiers will expand the need for uncoated papers thus contributing to a 24% increase in demand.

The demand for commodity printing paper grades is growing faster than the real GNP and that is not expected to change in the foreseeable future. Other projections include: Imports of better quality paper will rise; carbonless growth will be strong; changes in the packaging industry; large plastic grocery sacks will increase their market share to 75% by 1995.

KELLY PAPER CELEBRATES

A Golden Anniversary is being celebrated by Kelly Paper Company in Los Angeles, CA this year. The printing paper distributor is celebrating, reports chairman J. Arthur Kelly, by planning for their next 50.

Robert Carvell has been named president of the company and Bruce A. Kelly, who joined the family business in 1969, was named vice president human resources.

FRED C. STRYPE ACQUIRED

Fred C. Strype, Inc., a 75 year old company headquartered in Ridgewood, NJ has been acquired by Paper Corporation of United States. Over the past 30 years, both companies have had a friendly business association.

The companies feel that combining their efforts will be mutually beneficial and feel that their customers will be better served.

The company was founded soon after the turn of the century by Fred C. Strype, Sr. The company reported that "we believe he would be pleased that this association has been arranged."

NEWS BRIEFS

DEES PAPER COMPANY of Mobile, AL, has opened a new distribution center in Gulfport, MS. The new branch is managed by Wayne Jones who has had many years of experience in the paper business.

MERCHANT SALES COMPANY of Greensboro, NC has been recognized by Disco, Inc. for outstanding sales achievement for being the first representative of their products to exceed $1 million in sales.

HAMMERMILL PAPERS GROUP recently invested $13 million in their Lock Haven facility and it "is producing results beyond expectations," says group president Robert F. Meyer.

FONDA GROUP is only two years old. In the short time since the company was purchased from Saxon Industries, sales have gone from $60 million to over $100 million today.

PAPER CORPORATION OF UNITED STATES has presented the Phoenix Imperial Award of Excellence to three merchants: Copco Papers, Columbus, OH; Copco Papers, Toledo, OH; and Dillard Paper, Augusta, GA.

COAST PAPER, Canada's largest independent printing paper distributor, has just opened a Toronto division. The 40,000 square foot facility will house paper from Canadian, US and other sources. Coast has serviced the printing paper trade in Canada for over 45 years.

SMALL BUSINESS ADMINISTRATION has many answers for paper distributors. Problems with the Federal Government, or questions about procedures? Call the SBA Answer Desk: 800–368–5855.

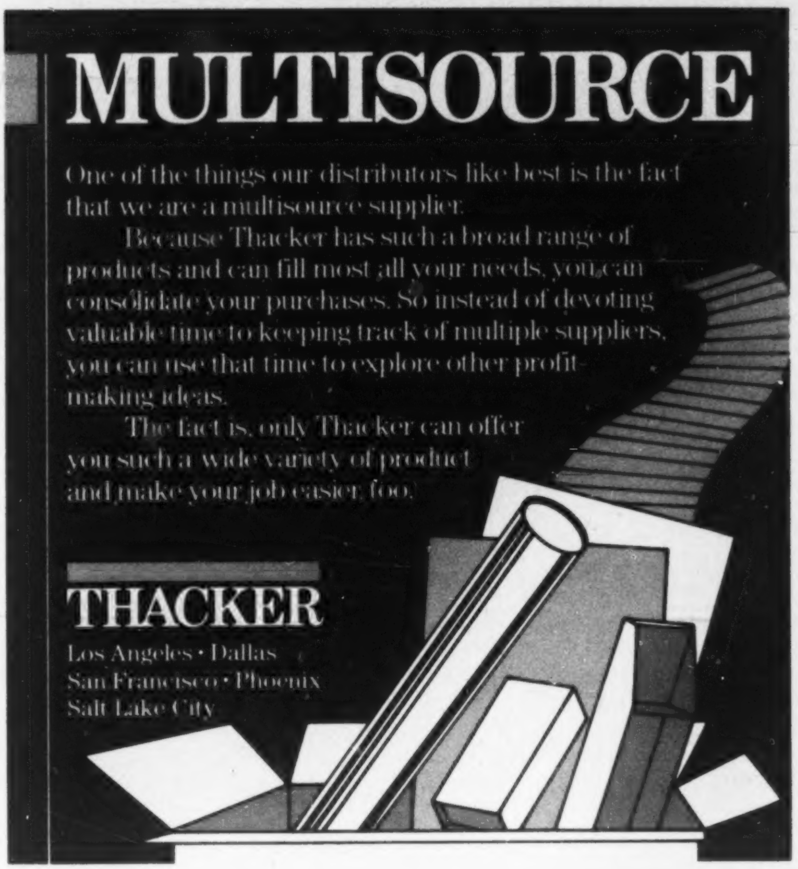
PAPER DISTRIBUTION MANAGEMENT DEVELOPMENT PROGRAM is run twice each year by NPTA at Miami University in Oxford, OH. If interested, request to view a copy of the 15 minute promotional video tape (VHS). There is no charge to borrow the tape. Contact the NPTA Education and Training Department: 516-829-3070.

DISPOSABLES are great for vacations touts the Single Service Institute. Here are five good reasons why: 1. *Safety*—plastic and paper cups and plates don't break; 2. *Lightweight*—the products are lighter and easier to carry; 3. *Sanitary*—use it once and throw it (and any germs) away; 4. *Convenient*—after use, they are disposed of and so don't take up any space in the car; 5. *Quieter*—no clatter like with reusables!

GEORGIA-PACIFIC is quite proud of its new "world-class" paper machine that has started up ahead of schedule in Port Hudson. It is running at speeds in excess of 2,300 feet per minute.

WEYERHAEUSER EXPANDS PAPER TESTING LAB

The Weyerhaeuser Analytical and Testing Facilities announced the expansion of its state-of-the-art Physical Testing Laboratories Services to industry markets nationwide. The company reports that the new venture offers a center of technical expertise that has been recognized worldwide.



MULTISOURCE

One of the things our distributors like best is the fact that we are a multisource supplier.

Because Thacker has such a broad range of products and can fill most all your needs, you can consolidate your purchases. So instead of devoting valuable time to keeping track of multiple suppliers, you can use that time to explore other profit-making ideas.

The fact is, only Thacker can offer you such a wide variety of product and make your job easier, too.

THACKER
Los Angeles • Dallas
San Francisco • Phoenix
Salt Lake City

PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Mo.
1	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	1
2	Implementing Successful Paper Merchant Programs. Video Tape and Guide. *NPTA.* $65	2
3	Increasing Profits Through Better Marketing. *Healy.* $35.	—
4	Strategic Planning: A Fitness Program for Wholesaler-Distributors. *Andersen.* $35	3
5	Automated Inventory Management for the Distributor. *Graham.* $35	4
6	Harvest the Fruits of Paper Selection (Marketing Tool). *NPTA.* $.50 each	5
7	Introduction to Wholesale Distribution. *Danenburg/Moncrief/Taylor.* $35	6
8	Practical Handbook of Distribution/Customer Service. *Blanding.* $40	7
9	Industrial Paper Merchant Sales Compensation. *NPTA.* $40	8
10	Merchandising to Maximize Your Margins. *VanDeMark.* $25	9

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

The laboratories offer a wide array of paper testing services and are located in the Weyerhaeuser Technology Center in Tacoma, WA.

NEW YORK PAPER MERCHANTS PLAN SEMINAR AT SEA

The New York Paper Merchants Association will try to top their 1985 seminar trip to Rio with a cruise this year. The 1986 event will be held November 16–23 aboard the Carnival Cruise lines superliner "Festivale."

The cruise is open to all paper merchants, their suppliers and friends and will visit five ports of call during the seven day trip. For more information, contact Alan Wechsler at 212–867–9660.

BECKETT HOSTS MERCHANT REPS

The Beckett Paper Company recently held its semiannual Merchant Sales Conference at the Marcum Center of Miami University, Oxford, OH. (The same place where NPTA holds its Paper Distribution Management Development Program.) The conference site is 12 miles from the Beckett paper mill in Hamilton, OH.

Thirty merchant representatives from across the country attended the two-and-one-half day session. Beckett sales representatives and department heads presented information and led discussions on text paper characteristics, Beckett product knowledge, time and territory management, and sales and communication skills. At the end of the session, attendees were given a tour of the Beckett mill.

This training program is one of several offered by Beckett to its merchants to assist in maintaining a high degree of professional skill in the market, the company reported. The next Merchant Sales Conference will be held October 13–15, 1986.

PEOPLE IN THE NEWS

Ray J. Lincks has been appointed vice president and general manager of WWF Paper Corporation-Florida.

Charles H. Roos has been named vice president and general manager of Apache Paper Company, St. Paul, MN.

Bill Ellis and **Barry Smith** have been elected new directors of Leslie Paper Company, Minneapolis, MN. **Dennis LaMontagna** was named vice president and assistant regional manager of the company's Chicago Paper operation. **Jim Jahnke** was appointed vice president operations and **Tom DiGanci** has joined the company's printing paper mill department.

William E. Kelley has been named president of the New England Division of Carter Rice.

Eugene M. Frame has been appointed vice president marketing for printing paper in the Southeast area of Mead Merchants. **John F. Mitro** has been named vice president, packaging for Mead in that same area.

Bill Guilbeault has been appointed manager, human resources for Gilbert Paper Company.

Frank J. Carfioli was named national sales manager for produce and food service packaging for the Molded Fibre Products Division of Packaging Corporation of America.

Jack Mitchell has been promoted to product manager in the Printing Products Division of MACtac.

Larry Swanson of Freeman Paper Company of Green Bay, WI has been appointed to the Manufacturers Advisory Board of Manufacturers Representatives of America.

William E. Curtis has been named general sales manager for Penntech Papers.

Rosemary Maimone has become sales manager of Amko Plastics, Inc.

John D. Roberts has been named Mid-Atlantic sales manager of Mail-Well Envelope.

Murray J. Harpole, chairman of the board of Pentair will retire on October 31st of this year. **D. Eugene Nugent**, currently president and CEO will become chairman and CEO. **Tony Johnson**, the company's executive vice president and COO will become president.

Sanford W. LeVine has been appointed general manager, eastern regional retail bag sales for the Stone Container Corporation.

Larry Meyer has been promoted to national accounts manager for Avery International's Consumer and Office Products Group. **Larry Velte** has been promoted to Western Regional manager for the Group.

Beckett Papers

MERCHANT SALES CONFERENCE - MARCH, 1986

Windex
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Drackett
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GLASS CLEANER
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New! Dependable brand name products in an economical pre-measured concentrate system.

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Drackett pre-measured concentrate chemicals help to insure precise dilution ratios for consistent cleaning results every time. They help to reduce waste, misuse and costly mistakes. Packaging is color coded for instant identification.

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The Handi-Pour™ System offers one important feature no one else does…the proven performance of Drackett quality. There's Windex® Glass Cleaner, Renuzit® Air Freshener, Vanish® Bathroom Cleaner, Mr. Muscle™ All Purpose Cleaner and Mr. Muscle™ Degreaser. Each has been formulated for maximum cleaning performance when diluted.

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PRINTING PAPER

OFF-SHORE SUPPLIERS STRIVE TO KEEP MARKET POSITION

U.S. imports of printing papers from off-shore suppliers (that is, excluding Canada) reached an unprecedented 1.289 million metric tons during 1985—an increase of 4.4% or 54,000 metric tons over 1984 levels. While off-shore imports of uncoated groundwood and uncoated free sheet declined during 1985, imports of coated papers (both groundwood and free sheet) and newsprint continued upward.

The overall off-shore market penetration (based on U.S. consumption) reached 4.4% during 1985, with the strongest positions noted for both uncoated groundwood and supercalendered printing paper grades (See table).

Based on the findings of Walker Wiener Associates recently completed study, off-shore imported papers should maintain most of their newly gained market positions over the near term. Despite the drop in the value of the U.S. dollar, off-shore imports are likely to continue from several major worldwide producers who have targeted key segments of the U.S. printing paper market for long term growth.

"The Outlook for Imported Papers in the U.S. Market (1985–1990)—Threats and Opportunities in the U.S. Printing Paper Market" represents a recently completed multi-client study developed jointly by Walker Wiener Associates (a Briarcliff Manor, NY based market research firm specializing in paper, printing and print media), Jaakko Poyry Oy (Helsinki, Finland) and Walker Watson Associates (Guildford, U.K.).

"The U.S. market can no longer be considered to be a provincial market, and will be subject to continuing pressures from off-shore suppliers" the study reports. "The globalization of buyer attitudes is basically a function of quality and performance, with the direct measurement on the bottom line. Old line relationships appear to have less of an impact on future buying decisions," the study concludes.

U.S. IMPORTS FROM OFF-SHORE MARKETS

GRADE	1984	1985	% CHANGE	SHARE OF U.S. CONSUMPT.
	(000 of Metric tons)		(%)	(%)
Newsprint	193	334	73.1	2.9
Uncoated Groundwood*	471	441	(6.4)	17.1
Coated Groundwood	223	260	16.6	7.7
Coated Free Sheet	99	115	16.2	5.0
Uncoated Free Sheet	249	139	(44.2)	1.5
Total	1,235	1,289	4.4%	4.4%

* Includes S.C. papers

SOURCE: WALKER WIENER ASSOCIATES

HARD COPY SUPPLIES TO INCREASE 65% BY 1990

According to Charles E. Case, director of the Hard Copy Supplies Market Requirements Service, the incredible growth in hard copy supplies (HCS) will not cease. "During the 1990's," he predicts, "for the first time, annual sales revenues for supplies will rival that of annual hardware revenues. This is due to the huge, growing installed base of hard copy output devices, estimated today at over 10 million units."

Hard copy supplies are defined as: paper, business forms, toners, impact ribbons, ink jet inks, thermal ribbons, photoreceptors, and transparencies.

The first annual Hard Copies Supplies Conference was recently held in Miami, FL. At that meeting, C.A. Pesko Associates, Inc. reported market estimates for hard copy supplies through 1990. Their analysis was based on in-depth market research and they concluded that sales of HCS will increase from $12.3 billion in 1985 to $20.4 billion in 1990—a total increase of 65% or a compound annual growth rate of 11% per year.

The breakdown of supply products and their sales can be seen in Table 1. When business forms are combined with paper, the net result for the "paper segment" for 1985 is $8.4 billion or 68% of total dollar sales. Interestingly, by 1990 it is predicted that it will represent 63% of the total dollars spent.

"The supplies market has reached a crucial point in its growth and development," Case said, "Since 1965 when hard copy output markets consisted of copiers, duplicators and impact printers, the supplies market has experienced steady growth and stability. In later years, this growth was enhanced with the development of non-impact printers, color printers and facsimile systems."

When viewed by type of output device, the dollar sales volume of supplies shows the great growth in materials needed for specific applications. Table 2 illustrates this projected growth.

"Beginning in 1982," said Case, "the development of new technologies...created a major shift in the channels of distribution in the supplies market." The advent of the personal computer and their associated peripherals spread the need for supplies beyond the office. The actual number of printing engines is expected to increase greatly in the next five years thus fueling the need for supplies.

(see Tables on page 12)

The Paper And Plastics Education Research Foundation...

...Invites Your Support

The Paper And Plastics Education Research (PAPER) Foundation was created because there is a perceived need to have merchants and mills work together to study, understand and respond to changes, trends and developments in the distribution of paper, plastics and allied products.

The PAPER Foundation will work primarily on two levels; research projects developed and funded through regular Foundation activities, and research projects developed and funded through the special division of the PAPER Foundation, the Endowed Research Chair of Paper Wholesaling at the University of North Florida.

The PAPER Foundation Endowed Chair at the University of North Florida

There are several advantages of an Endowed Chair concept for conducting research.

1

Top quality academicians can be attracted to conduct research. They bring years of experience, background and knowledge with them.

2

The resources of a university (reference libraries, computerization, graduate assistants, pooled academic knowledge, etc.) can be harnessed for a project.

3

All of the above mentioned resources can be used at a cost much less than the cost structure of professional consultants.

4

A one-time payment to set up the Chair creates an ongoing income stream. This breaks the cycle of meaningful projects in search of funding. It will allow a majority of research time on the part of sponsoring organizations to be spent on managing the research and not fund raising.

5

A regular stream of income will also allow for better planning of the effort. The Foundation can take on projects based on its regular budget.

An opportunity to participate in the future of your industry.

Your tax-deductible contributions are welcomed.

TABLE 1

HARD COPY SUPPLY PRODUCT GROUPS

ESTIMATED SUPPLIES REVENUES
($ IN MILLIONS)

SUPPLY PRODUCT GROUPS	1985	1990	COMPOUND ANNUAL GROWTH RATE
Paper	3,797	6,843	12%
Business Forms	4,578	6,044	6%
Toners	632	1,222	14%
Impact Ribbons	1,025	1,714	7%
Ink Jet Inks	21	277	67%
Thermal Ribbons	67	817	65%
Photoreceptors	1,986	3,281	11%
Transparencies	167	436	21%
Total	$12,273	$20,392	11%

Source: C. A. Pesko Associates, Inc.

TABLE 2

HARD COPY OUTPUT MARKETS

ESTIMATED SUPPLIES REVENUES
($ IN MILLIONS)

OUTPUT MARKETS	1985	1990	COMPOUND ANNUAL GROWTH RATE
Copiers	4,583	7,111	9%
Duplicators	1,189	1,258	1%
IC/Ps	1,340	3,928	24%
Impact Printers	5,100	7,089	7%
Color Printers	32	934	96%
Facsimile	29	72	20%
Total	$12,273	$20,392	11%

Source: C. A. Pesko Associates, Inc.

WEST COAST PAPER'S TYPE COLLECTION AMONG TOP IN U.S.

The American Printing History Association (APHA) recently reported on the major collections of 19th century type in America and revealed that the collection held by West Coast Paper Company, Seattle, WA is one of the largest in the country. The "William O. Thorniley Collection" at West Coast contains 665 complete antique type fonts.

Holding the sixth largest type collection in America is important to West Coast Paper Company. They have housed it in two rooms that are replicas of a 19th century print shop. The facility is used as an educational tool with both customers and local school children.

West Coast Paper prizes its collection very highly. It is a treasure that has not been recognized nationally.

INDUSTRIAL PAPER

MALCOLM KNAPP REPORTS HIS FOODSERVICE OUTLOOK

As reported in *Single Service News,* capturing customers is still the name of the game with promotional activity and television advertising levels intensifying. The new key word for the immediate future is *oil.* The oil price decline from the mid $20s per barrel to perhaps high single digit will put about $25 to $30 billion into the economy. This is particularly good news for the fast food sector of the foodservice industry. The lack of ready cash slowed growth in the foodservice industry last year and partially into this year.

Since consumers tend to pay cash for gasoline, much of the gasoline money will now be available for other purchases. Fast food, in particular, will benefit from the increased availability of cash because of the "impulse" nature of the transaction. A likely increase in automobile family vacations of the "drive about vs. destination location" type will also benefit fast food operations. This would have its greatest impact in the summer season, which could result in good gains for the industry compared to last year. There should also be downward pressure on raw material costs.

Although retail sales in January and February were sluggish, eating place sales are up compared to last year because of better weather.

NEW HEALTH CONSIDERATION FOR PUBLIC RESTROOMS

According to a recent article by Barbara Selvin of Long Island's *Newsday,* women (and some men) are getting a

NATIONAL PAPER TRADE ASSOCIATION, INC.

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The 1986 Annual Convention

AND PAPER/PLASTICS AND ALLIED PRODUCTS

Exposition

September 13-16, 1986
Sheraton-Boston Hotel, Boston, Massachusetts

Paper distributors from every state in the Union and 16 foreign countries will meet in Boston for the major event of the year: NPTA's Annual Convention and Paper/Plastics and Allied Products Exposition.

Plan on being there for important workshops and seminars, a chance to meet the leaders of the industry, share ideas, and learn what's new on the market for paper distributors.

Expo '86 will feature paper, plastic and related products including health care disposables, retail and industrial packaging, food service items, sanitary supplies and equipment, non-wovens, foils, tapes, wraps and other specialties. Computer hardware and software designed specifically for paper distributors will also be displayed.

Don't miss NPTA's Convention and Expo '86—The Show, The Meetings, the Special Events...all waiting for you in Boston!

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(212) 730-1050

Sponsoring Organization:
National Paper Trade Association, inc.
111 Great Neck Road
Great Neck, New York 11021
(516) 829-3070

small but pleasurable surprise when they need to retire to restrooms in the New York metropolitan area. It's a new product called Hygolets—a battery-powered toilet seat cover.

"Most men don't realize what women go through on a regular basis, just trying to go to the bathroom," says Paul Kohler, a partner in Hygo-let-Northeast, which has distributed the product in the metropolitan area since February.

Ah yes, the perennial problem: finding a public toilet where the previous occupant has been less than fastidious.

Restaurant and building managers say the new product has brought bravos from patrons. "People come in here a lot to use the bathroom. We're the only one in the mall," said Scott Young, the steward at Emmett's, a year-old restaurant in Carle Place, NY. "And they do admire our toilet seats."

The Hygolet. which costs $149.95 plus about three cents a cover, consists of a battery-powered motor mounted in a housing on a standard toilet seat. When a user pushes a large red button on the left side, the motor pushes a roll of tubular plastic around the seat and onto a takeup reel on the right. Every user gets a fresh seat of plastic.

Kohler said he's been selling Hygolets to restaurants to gain visibility in high-traffic sites. He's also distributing the product through janitorial-supply houses. So far, he's sold 2,000 units to 900 customers, from furriers to brokerage houses.

The product was invented in Switzerland four years ago and is made in San Francisco for its U.S. distributors. Kohler and his partner, Patricia Smith, have invested $150,000 and hope to raise $500,000 more through a private stock sale.

You might say they're feeling flushed with success.

DISPOSABLES MAY IMPROVE SEX LIFE

Using disposable plates may help improve an overworked couple's sex life, says a sex therapist in a recent article in *Prevention* magazine. Couples who are overworked and overburdened with responsibilities may benefit from eliminating some household chores, such as washing dishes. It suggests a number of interesting promotional campaigns!

While this information is somewhat tongue and cheek, lifestyles have changed dramatically with regard to food disposables. With more and more married women working, less time need be spent in the preparation of food and the chores of dish washing.

All of this makes the use of food disposables that much more desirable.

ACTIVITY

THE IMPORTANCE OF INDUSTRIAL MANUFACTURING TO MERCHANTS

Based upon recent information from NPTA's annual PAR (Performance Analysis Report) financial surveys, the industrial manufacturer is a major customer class of industrial paper merchants. In 1982, this market was worth an estimated $2.94 billion and 32.1% of an industrial merchant's total sales. In 1983, the market was worth about $2.96 billion (29.9% of total sales), and in 1984, $3.78 billion (34.1% of sales).

Sales & Marketing Management magazine's April 28, 1986 issue included a Survey of U.S. Industrial and Commercial Buying Power. Considering the importance of the industrial manufacturing market, these merchants may be interested to know the top metro markets in manufacturing activity.

Continued on page 29

The 25 Leading Metro Markets in Manufacturing Activity

Rank	Metro Market	1985 Shipments ($ Mil.)	% Of U.S. Total	Total Plants
1.	Los Angeles-Long Beach	$74,924	3.66%	4,566
2.	Chicago	71,730	3.50	5,976
3.	Detroit	60,304	2.94	3,537
4.	Philadelphia	53,255	2.60	3,212
5.	New York	44,861	2.19	5,544
6.	Boston-Lawrence-Salem-Lowell-Brockton	38,988	1.90	2,939
7.	Houston	35,208	1.72	1,446
8.	San Jose	29,506	1.44	819
9.	Newark	24,693	1.21	1,912
10.	Minneapolis-St. Paul	24,388	1.19	1,598
11.	Cincinnati	21,067	1.03	972
12.	Cleveland	20,866	1.02	1,962
13.	St. Louis	20,843	1.02	1,499
14.	Beaumont-Port Arthur	19,760	0.96	119
15.	Dallas	17,987	0.88	1,317
16.	Nassau-Suffolk	17,902	0.87	1,838
17.	Milwaukee	17,805	0.87	1,243
18.	Oakland	17,277	0.84	749
19.	Bergen-Passaic	16,944	0.83	1,767
20.	Middlesex-Somerset-Hunterdon, NJ	16,032	0.78	809
21.	Seattle	15,752	0.77	814
22.	Pittsburgh	15,622	0.76	1,004
23.	Anaheim-Santa Ana	14,954	0.73	853
24.	Atlanta	14,509	0.71	1,054
25.	Baltimore	14,464	0.71	958

Source: Sales & Marketing Management, 1986 Survey of Industrial & Commercial Buying Power.

NPTA Annual Report

The National Paper Trade Association's fiscal year ended on February 28, 1986 and the NPTA Annual Report shows significant growth in both income and expenses. Membership growth was also significant this past year.

Many new membership services were launched and the Association's level of activity continued to increase.

Membership

FY '85–'86 was an excellent year for membership for NPTA. Nearly 40 companies joined the Association and took advantage of all of the new services and products NPTA has produced. These firms accounted for over $30,000 in new dues.

For FY '86–'87 we already have 18 new members who will represent nearly $20,000 in new dues for the coming year.

NPTA is striving to offer new and worthwhile services to its membership. During the past year MN magazine has grown dramatically offering vital information and advice. NPTA has instituted a new insurance program which already has members reporting significant saving over what they had been using. We added a truck leasing consultant service to assist members in making the best transportation decisions. We added the new "NPTA Update,' which helps members learn about the latest projects, services and products NPTA is offering.

This coming year NPTA staff will increase visits to both non-member prospects as well as current members to increase communication and improve relations. New member promotions will also increase so that we can represent even more of our industry and provide services to all. 1986–87 promises to be a wonderful year for membership.

Convention

The 1985 NPTA Convention and Exposition was an unqualified success. The Paper/Plastics & Allied Products Exposition was the largest show ever held by NPTA—in terms of both attendance and booths.

The Stanley O. Styles Industry Excellence Award was presented to Albert F. Duval of Hammermill at the Chairman's Luncheon. The keynote speaker, Henry Kissinger, helped draw 850 people to the event making it the largest NPTA luncheon in history.

With the interest in moving the Convention and Exposition to other cities, the 1985 event was the last to be held in New York. Plans now call for: 1986—Boston; 1987—Atlanta; 1988—Chicago; 1989—Anaheim; 1990—Chicago.

The 1986 Convention to be held in Boston may top the one in New York. Many special events, a large show and a terrific host city will all combine to make it a most memorable event.

Education and Training

The Educational and Training Department has focused its attention on providing programs for all levels of employees at a merchant operation. The direction of these programs has been toward both inhouse and outbased education.

In the field of outbased programming, an active seminar schedule was promoted during the last fiscal year 1985–86. Over 400 merchants representing 208 firms participated in the department's ten seminars—32 separate sessions. The department worked closely with numerous distributorships and consultants by bringing seminars to specific merchants or regional groups.

The two-week Management Development program held at Miami University, Oxford, OH and the one-week Printech Week at Rochester Institute of Technology continued to rank high with merchants.

In the area of inhouse training, the highly successful Professional Selling Skills PSS III (Xerox) program continued to be favored. New Xerox programs were also introduced—emphasizing skill development for customer service, tele-

NPTA FINANCIAL STATEMENT

Income	FY Ending 2/28/86	Percentage of Total	Revised FY Ending 2/28/85	Percentage of Total
Membership Dues	657.1	36	615.1	39
Convention & Exposition	375.1	20	362.9	22.7
Education & Training	285.1	15.8	254.1	15.9
Communications	217.9	11.9	160.0	10.0
Research & Statistics	45.3	3	41.4	3
PAPER Foundation	165.0	9	70.6	4.2
Investment Income	79.4	4.3	81.8	5.2
TOTAL	1,824.9	100.0	1,585.9	100.0
Expenses				
Membership Services	482.8	28.5	511.5	33.0
Convention & Exposition	242.1	14.3	241.3	15.4
Education & Training	379.5	22.4	321.9	20.5
Communications	323.8	19.2	213.0	13.6
Research & Statistics	143.1	8.5	142.5	9.1
PAPER Foundation	121.1	7.1	132.0	8.4
TOTAL	1,692.4	100.0	1,562.2	100.0

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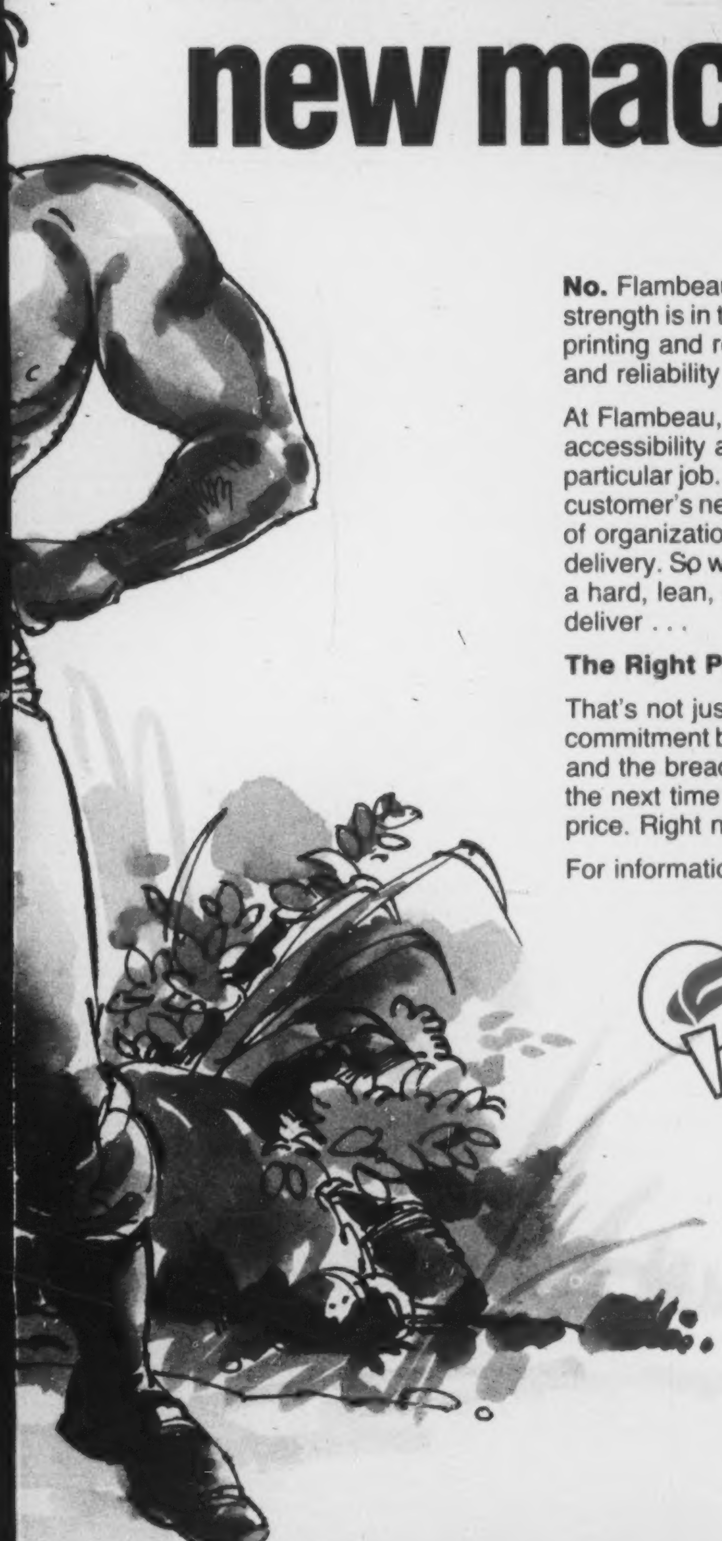

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marketing and effective listening.

The Education and Training Department also established a new relationship with the Carew Dimensions of Professional Selling program—a high-level sales training program for the experienced sales force.

New to NPTA's inhouse training was the release of two 1/2" VHS video tape programs: "The Role of the Paper Merchant" and "Implementing Successful Paper Marketing Programs." Both have been well received as the Association's first efforts in the video area.

Communication

The centerpiece of the NPTA communications program has been *Management News*. Just two years old (as a magazine), it has worked very well in bringing the NPTA message to the industry. It has grown and developed quickly and represents a combination of many useful membership services: trend information, news, statistical information on the industry, management methods to improve profitability, training support ideas, and more.

Other communication activities included: the development and distribution of publications, public relations and the sale of books from other sources. The NPTA publication business has continued to be one of its strong points and will continue to provide members a steady stream of useful materials.

Research

Fiscal year 1986 was indeed a busy one for the Research Department, characterized by increasing use of the computer in most departmental activities. Key goals that were met included: increased member awareness of research programs, service, refinement and modification of existing programs, and better management information.

A prime vehicle to communicate research information to members has become the monthly "Management Information" page of *MN*. During FY 1986, 22 total pages of financial and marketing analyses were produced. *MN* also promoted such programs as PAR, the Paper Merchant Sales Report, and a Quarterly Business Conditions Report.

The PAR (Performance Analysis Report) program represented a new high of $7.02 billion in paper merchant sales volume, and several regions were restructured. A significant number of members opted to file the condensed "Short PAR."

FY 1986 was also a year of perfecting and implementing new production methods for the monthly Paper Merchant Sales Report and the QBCR. As of January 1986, it was produced in-house by NPTA for the first time. The report now analyzes nine regions (vs. seven regions in the past) and three metro/city areas. A new Pacific Northwest region was created. The statistical portion of the report was removed from *MN*, printed on new letterhead and is now sent to members via a monthly first class mailing, reducing the time it takes for members to see the data.

QBCR test reports were run for the first two quarters of 1985. During this time, reporting methods were standardized, survey forms modified, and several features added to computer programs. The first member reports have been produced for the first quarter of 1986.

Another accomplishment was the creation of a new and comprehensive study of the industry, based on data from the U.S. Commerce Department's 1982 Census of Wholesale Trade and historical data from NPTA's annual PAR programs and special surveys. *The Paper Distribution Industry: A Market Research Data Source,* quickly became a best-seller. This book replaced the annual section of NPTA's Roster, previously called the "FactBook."

Finally, service remained a key function of the Research Department. Over 75 member research projects were handled and many more performed for suppliers, associations, banks and industry consultants.

PAPER Foundation

The PAPER Foundation has been in existance for a short time but has already accomplished one major project. The *Growth Strategies for Paper Distribution* future trends study has yielded some important findings. To date, NPTA president John J. Buckley, Jr. has made over 20 presentations at industry and company meetings using these results.

Fund raising for the Foundation's $1 million Endowed Chair at the University of North Florida is nearly complete. It will not be long before the Foundation will be ready to seat an Eminent Scholar who will tackel tough paper distribution industry questions.

There are other projects on the horizon and as new information develops, NPTA members will be kept informed.

Industrial Paper Division

This past year has seen many new and exciting projects come out of the Industrial Paper Division Committee.

The Committee published "Industrial Paper Sales Compensation," a study and review of sales compensation in the paper distribution industry. It was the first study of its kind and it provided a wealth of new information on how our industry handles sales compensation.

The Committee also provided members with NPTA's first ever "Product Specific Symposium" on industrial packaging. This two day seminar was held in Chicago and was very successful. The Symposium focused on all facets of the industrial packaging industry and how merchants can get into the business. The Symposium was also video taped and will be soon offered to the membership for purchase.

The Committee also revised its Long Range Plan and divided its work into four product areas: food service, retail packaging, sanitary supply and industrial packaging.

Each year the Committee will do a Convention presentation, a publication, symposium and a survey—one each in these four areas.

The Committee plans to provide important valid information to an industry that is becoming more "specialized" in these product areas.

Printing Paper Division

The Association's Printing Paper Division has accomplished much in a short time. The revised "Quality Report" was released at the end of May, the Division's 1985 Convention program was published in video tape format and the Printing Paper Sales Compensation Survey was just launched.

Other important programs include: "Printech Week" held at Rochester Institute of Technology—the curriculum of which is being improved; educational modules for printing paper sales people are being developed in the area of product knowledge; and, the preparation of the 1986 Convention program.

The Division sees a good year ahead with the publication of the compensation survey and the development of the educational module series.

CHAIRMAN'S CORNER

Annual Report

And now a few words about NPTA. Our fiscal year ended February 28th, 1986. You will find the annual report of the Association in the issue. Much can be said about how our Association is doing. You can make your own judgement from the report. One significant item is, during this recently completed fiscal year, members received $2.00 in services for each dollar invested in dues. We are constantly striving to increase the rewards to our members.

During the year, 39 companies became new members of NPTA. We welcome their participation and encourage your help and theirs in showing remaining non-members the value of joining NPTA. NPTA membership represents a continually growing percentage of the paper merchandising and distribution business in the United States. Based upon dollar volume of sales, approximately 65% of our industry is now part of NPTA membership.

Perhaps the most significant new endeavor during our past fiscal year was the holding of the first mid-winter conference of the Young Executives Forum. The second of these conferences has been held since the close of our fiscal year. And, it was an even bigger success, a unique learning opportunity for our talented and dedicated younger management people.

Management News itself is an outstanding example of how our Association is progressing. *MN* has developed into being the leading management magazine in our industry.

Action has brought about results. And, you guessed it people are responsible for the action. Those most responsible for our ongoing action are deserving of our recognition. I extend my thanks to our professional and responsive staff at NPTA headquarters and our many volunteer leaders who serve on our various committees and board of directors.

R W Abrams

Richard W. Abrams
NPTA Chairman

Paper Distributor's 1985 Financial Performance: A Mixed Bag

Each year, the NPTA surveys the paper distribution industry and develops an overall analysis of its status.

The summary findings are included here but cannot do justice to the great value of information compiled. For more completed results, consult the NPTA Paper Merchant Performance *book just published.*

The Association's 51st annual Performance Analysis Report (PAR), examining calendar year 1985 operations, represented 7.6 billion in paper merchant sales. A total of 212 different merchant locations were included in the sample, and the sales breakdown was $4.33 billion in printing paper sales, 1.18 billion industrial, and 2.10 billion for dual firms.

The Average Paper Merchant

The "average" printing, industrial and dual paper merchant is analyzed in this article by looking at key sales, profitability and asset management measures. Performance is tracked for calendar years 1985 and 1984. A company may differ from these national averages, however it is useful to compare individual company results with these industry averages to see how well that firm has performed.

Composite means have been used for all data. These figures are the most meaningful, since they represent the performance of each group as a whole, yet they are weighted for large and small firms.

Sales Performance

Increased sales were much harder to come by in 1985 than 1984, for all three types of paper merchants. Although sales kept well ahead of inflation rates, the magnitude of these increases fell sharply from 1984 gains. As of August, 1985, the Bureau of Labor Statistics' producer prices for printing and industrial paper products were down 0.6% and 0.9%, respectively. Printing paper houses participating in the survey on average had a 5.7% increase in 1985, down sharply from 24.5% in 1984 and the lowest since 1982. Industrial merchants did a little better at 7.6% (down from 11.9% the prior year, also lowest since 1982). Dual merchants' sales barely inched up 1.6% in 1985, versus a 14.3% gain in 1984.

Printing paper merchants had the largest share of direct sales relative to the total once again, but it fell to about 49%. By comparison, this level fell from 28% to 23% between 1984

Table 1 THE AVERAGE PRINTING PAPER MERCHANT

COMPOSITE MEANS*	1984	1985
SALES PERFORMANCE		
Percent Sales Change Over Prior Year (%)	24.50	5.68
Warehouse Sales As % Total Sales (%)	43.47	45.82
Direct Sales As % Total Sales (%)	53.98	48.96
Avg. Warehouse Order Size ($)	$398.74	$406.48
PROFITABILITY & OPERATING EXPENSES		
Net Profit Before Tax As % Net Sales (%)	2.77	2.58
Warehouse Gross Margin As % Warehouse Sales (%)	22.22	22.72
Indirect Gross Margin As % Indirect Sales (%)	17.46	17.34
Direct Gross Margin As % Direct Sales (%)	6.24	6.59
Operating Expenses As % Gross Trading Margin (%)	81.81	83.26
ASSET MANAGEMENT		
Inventory Turnover (Whse. only, times per year)	4.93	4.33
Days Sales In Accts. Receivable On Nov. 30 (Days)	41.51	44.36

*Composite means reflect the performance of each group as a whole.

[redacted]

and 1985 for industrial merchants, and was up from 36% to 40.5% for dual merchants.

The average warehouse order size in a printing paper house stood at $406.48 (up 1.9% in 1985), $245.27 (down 12%) for industrial paper merchants, and $340.55 (up 0.8%) for dual merchants.

Furthermore, the smallest printing paper and industrial merchants seemed to have had the best sales gains in 1985, while dual firms in the $10–25 million size had the best increases.

Profitability Performance

Although sales gains were much more modest during 1985, paper merchants' operating costs were held in check and gross trading margins held up well. "Operating expenses as a percent of gross trading margin" were cut to 92.90% for industrial merchants and reduced to 85.87% for dual houses. The exception was printing paper houses, whose expenses rose to 83.26% of gross margins in 1985.

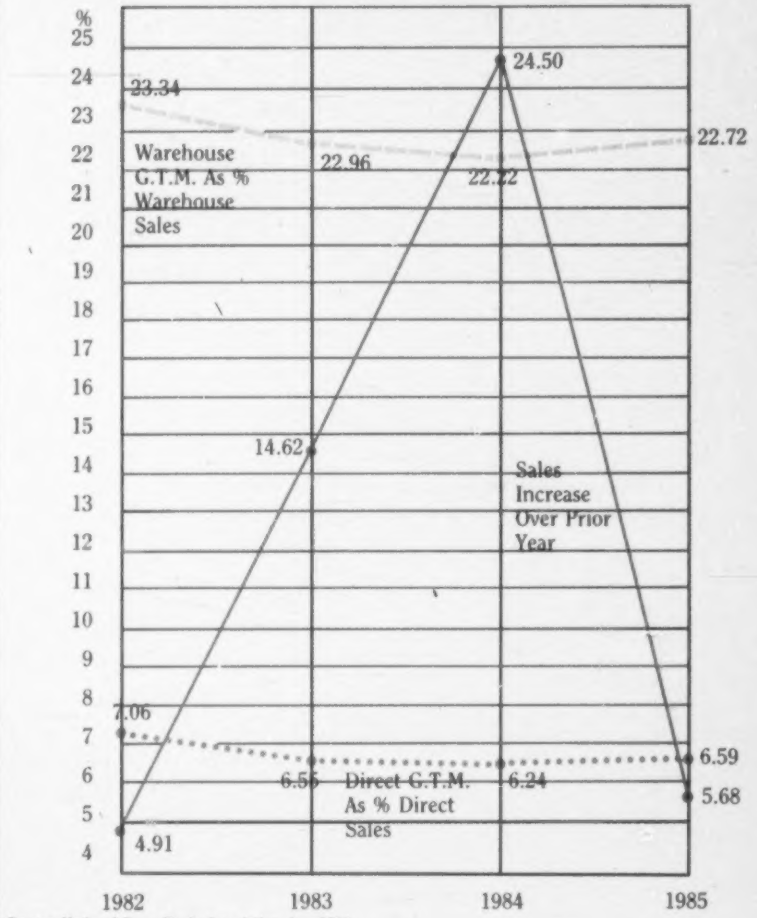
Table 2 THE AVERAGE INDUSTRIAL PAPER MERCHANT

COMPOSITE MEANS*	1984	1985
SALES PERFORMANCE		
Percent Sales Change Over Prior Year (%)	11.85	7.55
Warehouse Sales As % Total Sales (%)	66.26	71.01
Direct Sales As % Total Sales (%)	27.97	22.99
Avg. Warehouse Order Size ($)	$278.51	$245.27
PROFITABILITY & OPERATING EXPENSES		
Net Profit Before Tax As % Net Sales (%)	1.98	2.06
Warehouse Gross Margin As % Warehouse Sales (%)	22.65	23.45
Indirect Gross Margin As % Indirect Sales (%)	23.14	22.83
Direct Gross Margin As % Direct Sales (%)	12.66	13.43
Operating Expenses As % Gross Trading Margin (%)	94.48	92.90
ASSET MANAGEMENT		
Inventory Turnover (Whse. only, times per year)	6.32	6.55
Days Sales In Accts. Receivable On Nov. 30 (Days)	36.42	38.63

*Composite means reflect the performance of each group as a whole.

Chart 1

Printing Paper Merchant Performance



Source: National Paper Trade Association, inc. 1986

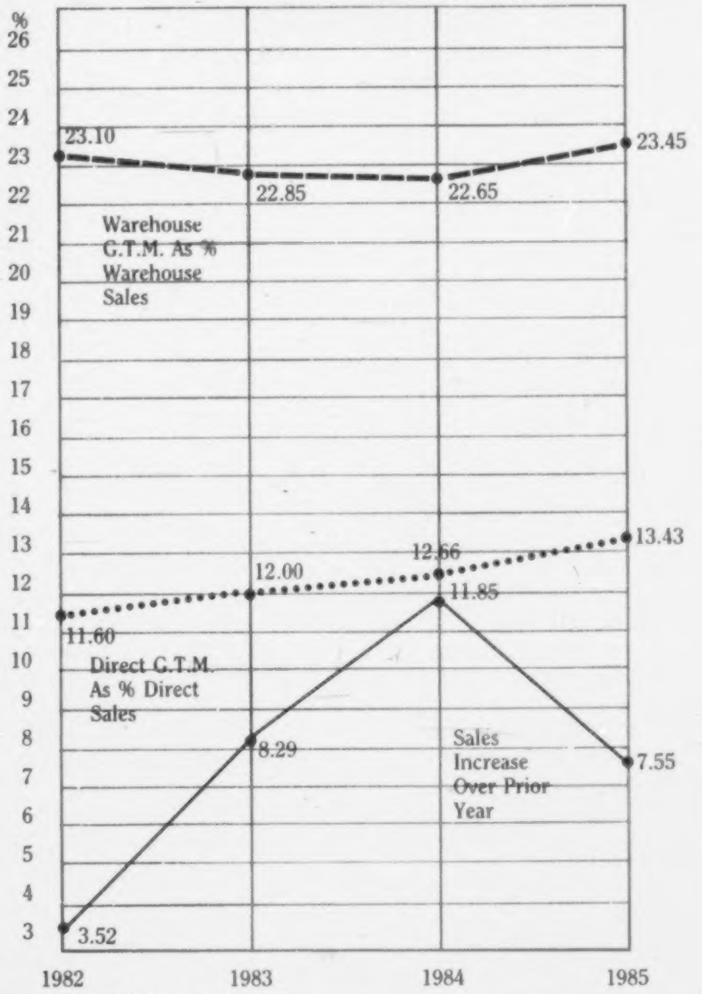
Similarly, "net profits before taxes as a percent of net sales" improved to 2.06% for industrial merchants, and held steady at 2.73% for dual houses. This measure slipped to 2.58% for printing paper houses, though.

Warehouse gross margins (as % warehouse sales) were improved across-the-board, and again were remarkably similar— in the range of 23%. Direct gross margins (as % direct sales) were also improved for all three types of merchants: to 6.59% for printing, to 13.43% for industrial, and to 9.54% for dual merchants. Indirect gross margins (as % indirect sales) were up to 18.84% for dual houses in 1985, while these margins slipped slightly to 17.34% for printing and 22.83% for industrial.

ROTA (return on total assets-not shown in this article's tables or charts) is probably the most important indicator of profitability. ROTA slipped from 12.20% to 10.48% for printing paper merchants and fell from 12.08% to 10.93%

Chart 2

Industrial Paper Merchant Performance



Source: National Paper Trade Association, inc. 1986

Editor's Note: 1985 PAR data is very comprehensive and could never be covered adequately in one article alone. MN will be publishing more and different financial statistics in upcoming issues. If more information on a specific measure is needed (by region, sales volume, profitability group, sales path, etc.), please call the NPTA Research Director.

for dual houses, but stayed virtually the same at 8.19% for industrial houses.

For this financial measure, medium-sized printing paper merchants did best, the smallest industrial houses did the best, and the largest dual companies had the highest ROTA.

Asset Management

Two measures most commonly used to track asset management are yearly inventory turnover and the days' sales in accounts receivable. About 52% of a typical paper merchant's total assets are tied up in receivables, and 31.5% in inventory (based on 1984 PAR results).

Apparently, paper merchants had a tougher year in 1985 with asset management. Printing and industrial merchants' collection periods rose to 44.36 days and 38.63 days, respectively in 1985. Dual houses' collection period was shortened slightly to 39.24 days. Inventory was turned over slightly faster in 1985 in industrial paper houses (6.55 times per year). However, turnover was slower for printing paper merchants (4.33 times) and much slower for dual houses (5.22 times, vs. 6.43 times in 1984).

Summary

As the economy completed its third consecutive year of recovery since the last downturn, sales growth slowed considerably for paper merchants. Overall, printing paper merchants had the toughest year of all three types of wholesalers. For them, operating expenses relative to gross profits rose, net profits before taxes slipped, ROTA dropped, their collection period lengthened, and inventory was turned over at a slower rate. The difference in sales growth between printing and industrial paper houses was widest on the eastern seaboard and in the midwest.

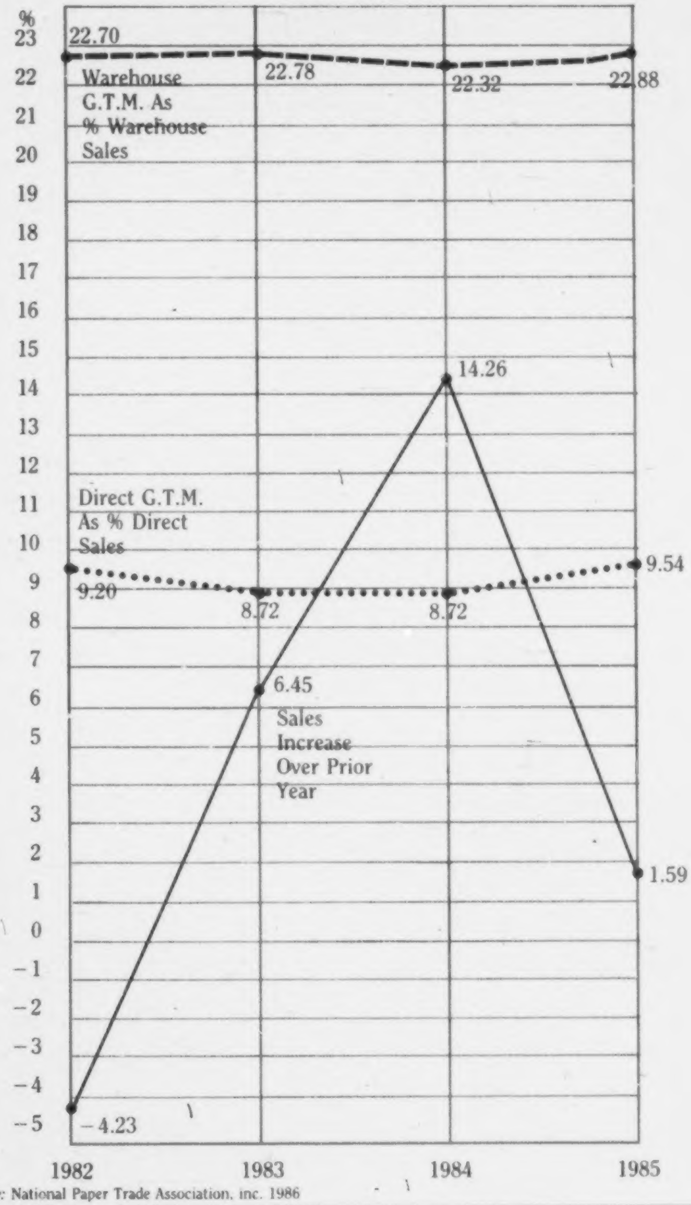
Table 3 THE AVERAGE DUAL MERCHANT

COMPOSITE MEANS*	1984	1985
SALES PERFORMANCE		
Percent Sales Change Over Prior Year (%)	14.26	1.59
Warehouse Sales As % Total Sales (%)	56.13	52.52
Direct Sales As % Total Sales (%)	36.11	40.51
Avg. Warehouse Order Size ($)	$337.79	$340.55
PROFITABILITY & OPERATING EXPENSES		
Net Profit Before Tax As % Net Sales (%)	2.73	2.73
Warehouse Gross Margin As % Warehouse Sales (%)	22.32	22.88
Indirect Gross Margin As % Indirect Sales (%)	17.96	18.84
Direct Gross Margin As % Direct Sales (%)	8.72	9.54
Operating Expenses As % Gross Trading Margin (%)	86.82	85.87
ASSET MANAGEMENT		
Inventory Turnover (Whse. only, times per year)	6.43	5.22
Days Sales In Accts. Receivable On Nov. 30 (Days)	39.55	39.24

*Composite means reflect the performance of each group as a whole.

Chart 3

Dual Paper Merchant Performance



Source: National Paper Trade Association, inc. 1986

Industrial merchants probably fared better in 1985 because their customer base is more diversified, and less affected by general economic conditions. Much of their business is related to "service sector" customers such as retail and fast food outlets, as well as maintenance products (janitorial supplies) used by manufacturers. Printing paper merchants are heavily reliant upon commerical printers, advertising trends, etc. Apparently, this sector was not as robust during 1985.

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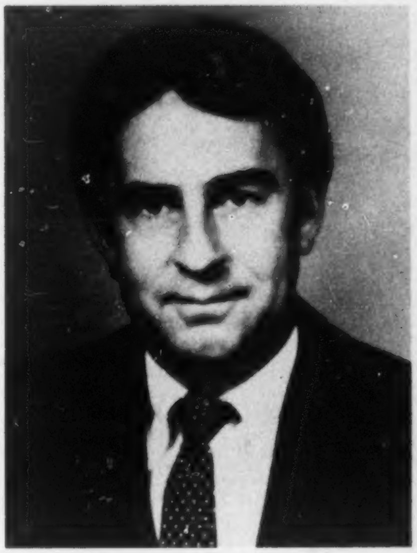
Employee Development is Worth the Time and Money

> *The fact is, based on my conversations with industry management, training is seen primarily as an expense rather than an investment.*



by Michael Ibison

On April 1, 1986, after three years of consulting with and doing training work for the wholesale distribution industry, I became vice-president of marketing for a restaurant supply company in Oklahoma. The move has allowed me to return home to Oklahoma and to apply what I consider to be my profession in a more in-depth manner.

It is impossible to make this move without a mental review of what I have seen all across the United States and Canada. In that review, one area of distribution management stands out as the one most requiring attention. I believe that I can comment in an objective manner now and, perhaps, with more clarity.

That single area is the development, or lack thereof, of distribution employees. I refer not to just the sales force, but virtually every category of employee. The relatively limited training and development efforts I have seen tend to center on the sales personnel. Development of managerial skills, customer interface skills and personal development of all employees is severely lacking in general.

I believe there are two essential reasons why this condition exists. First, management apparently does not see the business value of training and development and, therefore, does not give attention to it. Secondly, past training efforts have proven largely unproductive and management is hesitant, in light of other financial demands, to spend time and money on training.

Given these two situations, I want to discuss why there is business value in a planned training and development effort, and how to get value for the investment.

Every employee hired by a company brings certain inherent abilities to the job. Often, hiring is not done particularly well and, therefore, the skills the employee brings may be limited. Regardless of the skill level present at the time of employment, in the absence of training and development, the employee is unlikely to advance beyond the level allowed by his initial ability. To the company, this means the return on the investment in an employee is limited to productivity based on the abilities of the employee at the time of hiring rather than on what the employee might become.

The fact is, based on my conversations with industry management, training is seen primarily as an expense rather than an investment. This is further borne out in my own experience. The companies that tend to do a lot of training and development tend to be experiencing good financial times. When that condition changes, one of the first things to be dropped is employee development. This clearly suggests that many managers see training and development as very optional and not directly related to the success of the company.

The major, long-term successful companies in America have a deep and consistent commitment to the on-going training and development of people. They have long ago recognized that training and development are significant contributors to individual and company-level productivity. The commitment is a part of how they do business and varies only marginally year-to-year. Given this evidence, why do companies, in general, continue to give limited attention to developmental efforts?

Many companies that have invested in training in the past have not seen the returns they hoped for from the investment. Very often, the returns have, indeed, not been present. There are three basic reasons why training efforts fail to achieve the impact hoped for:

- Management is not prepared to manage the concepts set forth in training.
- The training programs lack direct applicability to the needs of the employees.
- Management expects immediate results from a short-duration training effort.

In the first instance, managers often expect a changed and more productive behavior to result from a training program, yet they themselves undergo no change in their method of management. In order for training to be effective, managers must be prepared to direct employees based upon the principles set forth in the training. This requires that the managers understand, and be committed to, the concepts established in the training. In the absence of those two factors, employees will perceive that managers are not serious about changed methods, and will revert to the behavior suggested by management attitudes.

Too often, the training program is selected casually. For example, sales training which is presented to a wide range of sales organizations may lack the specificity required for effectiveness in a more defined sales environment. Managers should ask the following question about any formal training being considered. "If our employees apply the principles in this training program, would the results be positive?" The answer should be a very assured "YES." Anything short of that suggests some question about the applicability of the training.

It seems to me that managers often expect that a short exposure to training will have significant and immediate impact on results. This is despite a shortfall of understanding and commitment to the training by management, and only limited certainty of the applicability of the training itself. Many companies, having little or no previous commitment to training, will conduct a two or three day program and go away feeling they have now done the training and development program. The reality is that the best and most applicable program establishes only a foundation from which progress will be made. The concepts must be managed and reinforced over time and behavioral change requires time to occur.

When the results are not dynamic in the short run, managers then question the value of the effort. Like diamonds, training and development are forever.

Companies in wholesale distribution must first see training and development as long-term investments in their company and its people rather than an expense to be managed. They must then see training as a foundation for success rather than the end-all for success. Training is done to influence and modify operative behavior among employees. Training that is not clearly designed to achieve that should not be done. It will confuse rather than help the employee.

For the paper distributor, a strong effort in improving the skills, knowledge and attitudes of employees through training and development may be the one primary way to establish and maintain prominence in the market. It has become virtually impossible to establish long term product, price or service advantages, because competitors simply cannot allow those advantages to exist for very long. Attracting and retaining high-quality employees in the future will depend on the employees' perception of the opportunity to grow and develop professionally with a given company.

Perhaps the most effective way to communicate my feelings on the issue of training and development is to tell you that on the second day of my new position, first stage training programs were put in place and the process for individual employee development programs begun. I know of at least one distributor who will have a long term commitment to training.

The National Paper Trade Association provides a wide range of training programs and learning opportunities to its member companies. These programs are carefully selected for applicability and quality. They are also presented at the most economical rates possible. Plan to take advantage of your membership by participating in these programs.

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The Salaried Tourist Dilemma

by Jack Carew,
Carew Positional Selling Systems, Inc.

I have been a consultant to many different companies and I have found that sales managers, regardless of the company, often have the same complaints about their sales force. They see that the old accounts are being adequately maintained, but they complain that their sales people have no enthusiasm for calling on new accounts. They can see that the sales force is busy every day, but it's obvious to management that their people aren't making the kind of sales calls that bring in new business. Instead, their sales people are spending too much time and energy calling on old and established accounts. Why?

It's called the "salaried tourist dilemma" and it's one of the most common problems in selling.

To understand a salesperson's reluctance to call on new accounts, it is important first to realize that when a salesperson goes out to face a new account, it is a high risk situation.

Consider how the experienced salesperson feels when he or she goes out to meet a decision-maker for the first time. If we could look inside the heart of some sales people at the moment of the initial sales call, I think we would find people who are unsure of how they will be treated.

This is because many of us, through no fault of our own, find ourselves in situations where we feel we are being beaten up with hostility, indifference, and contempt. And I do mean "beaten up." It's a terrible feeling to know you're not wanted; that the client doesn't have time for you...doesn't want to hear what you're saying...isn't interested in your product. A terrible feeling...and yet, sales professionals face it every day.

It is human nature to avoid these situations in which we risk being treated with indifference, hostility, or contempt. No salesperson wants to stick his or her neck out by visiting a new account. Instead, sales people look for safe havens where they experience acceptance and worth by spending time with established customers who have become friends, confidants, or close acquaintances.

Jack Carew

Playing the salaried tourist may provide immediate security, but I know that it may have a very disastrous, long-term effect on the individual salesperson.

How do I know?

From experience. There was once a time—and I hate to admit it—when Jack Carew himself was a salaried tourist. When it came to making sales calls on established accounts, I was an expert. With these clients, I had a warm, caring relationship of mutual trust and confidence. And they became my lifeblood. But, after a while, I would spend too much time with them just to avoid the rejection I associated with the pursuit of new business. Eventually, I had to admit to myself that there were a lot of things about seeking out new business that I didn't like.

I didn't like cooling my heels on a prayer bench in a drafty lobby waiting my turn to see the client, only to be called over to a corner of the lobby and told to "make it quick." I didn't like having two minutes to "make my pitch" standing alongside phony palm tree in a plastic pot littered with gum wrappers and cigarette butts. I didn't like being one of a half dozen anonymous sales people waiting around for my big chance to move product and services to a distant and arrogant buying influential. I felt the way many a salesperson before and after me has felt—intimidated and expendable.

Naturally, I preferred matured relationships of buyer/seller closeness in an atmosphere of warmth, mutual respect, and favoritism. I was the essence of a salaried tourist—a salesperson who was compensated for making enjoyable calls on those who became good friends.

But there came a time when I had to face the facts, and the facts were that I wasn't bringing in new business. Normal attrition was eroding away my customer base, and I had nothing to replace it with. Like many of my colleagues, I was committing professional suicide on the installment plan.

The more frequently we retreat to safe havens, the bigger price we pay. Our skills begin to atrophy. Over the years, I have seen many senior level sales people and managers who have "de-skilled themselves" to an extraordinary degree by confining their activities to low-risk, maintenance sales calls that require less formal, conscious preparation. If we allow ourselves this luxury, we gradually lose the ability to call upon the skills necessary to acquire new business. After awhile, we can no longer make higher-risk, new business sales calls because we have lost our competitive edge.

Old accounts are the lifeblood of a company's business. However, market places change so rapidly that few companies can feel secure by simply maintaining current market share. The future of any company depends on its ability to increase its market share and grow.

For this reason, new accounts are the future of any company. And any company that allows its sales people to visit only those accounts where they feel comfortable has no future.

No matter how painful the experience, no matter how great the feelings of rejection, sales people must somehow meet the challenge of the future by securing new business with new account sales calls.

How can a sales person overcome the salaried tourist dilemma?

What can the sales manager give his people to help them conquer those feelings of powerlessness?

How do we give each sales person the tools he needs to make these high-risk, new account sales calls that lead to a greater sense of accomplishment and bring in new business for the company?

There's no single answer to all of these questions. In my years of sales skills development, I have discovered a central concept that seems to lie at the heart of many a salesperson's dilemma. That concept is positioning.

In sales it is critical to secure an advantage in the minds of buying influentials. Just as in any other competitive arena, the person who occupies the most favored, powerful, or influential position with the decision-maker will be successful in achieving his or her objectives. Selling is positioning.

Sales managers can also aid their sales people in establishing position with training that focuses on skills for identifying the buyer's needs, presenting solutions that address those needs, and overcoming possible buyer objections.

There is another positioning perspective. We have been dealing with the position we occupy in the minds of our customers and prospects. Now let us look at the position we occupy in our own minds. Do we see ourselves as intruders on our customers' time or do we see ourselves as valued resources?

To escape the salaried tourist dilemma, we must realize that we are professionals and position ourselves as resources important to our clients success. One way of actively becoming a valued resource is to provide the buyer with some specific information, perhaps information on future price increases, new product data, or a trend you perceive in the buyer's own marketplace. This information gives the buyer the security of some advance knowledge and earns you respect. You have now gained favored placement in the buyer's decision-making process.

As sales people, we must look, think, and act in a way which is consistent with the image we would like to project. Professionalism demands extensive preparation, crisp execution, and prompt follow-through. Sales professionals place a high value on the customer's time and are always prepared and focused. It is when sales people maintain this kind of professional posture that they are in position and at their professional best.

The NPTA Dimensions of Professional Selling Program

The need for a high level sales training program for the paper distribution industry has become clear during the past year. Responding to this need, the National Paper Trade Association has announced the adoption of the Carew Positional Selling System's program. "This is a most exciting tool that many of our members are now using to improve sales," said John J. Buckley, Jr., president of NPTA. "The system is responsible for such outstanding results in the form of increased sales, increased gross trading margins and increased market share for those companies that have chosen to use it."

For more information on this important new training program, contact the Education and Training Department at NPTA Headquarters.

NPTA Graduates Third Printech Week Class

On April 11 fourteen fine paper sales people completed NPTA's week-long graphic arts technology program at Rochester Institute of Technology (RIT). Five days of intense classroom instruction augmented by practical demonstrations and hands-on lab and press work provided participants with high level training.

"RIT is an extraordinary facility with state-of-the-art equipment and technology. It is an excellent choice for the NPTA program. We, at Champion, have been using RIT for several years as a training facility for our own technical and sales personnel," notes Printech Week's keynote speaker William Koch, manager, field technical service, Champion International Corporation.

Today's fine paper salesperson requires skills and proficiencies to be an expert in his field. They must be knowledgeable about new grades of paper along with their many characteristics, price changes and paper supply. Printech Week offers participants the opportunity to gain necessary training to be their customer's best consultant about "ink on paper" issues.

Printech Week students involved in sheetfed press work

By understanding the customer's equipment and concerns, the fine paper salesperson is able to recommend the right paper for the job and knows how that paper will perform on his customer's equipment. Printech Week helps merchants understand their customer's specific needs. Jean-Pierre Renaud, sales manager fine papers, Lauzier Little notes, "We have to talk the same language in order to relate on equal ground with our customers."

Graduates of NPTA's Printech Week include printing paper sales people, sales managers, marketing managers and branch managers. Their week's instruction encompasses such diverse areas as: principles of quality reproduction; the role of pre-press technology; characteristics and paper considerations of lithography (both web and sheetfed offset); flexography, and the new non-impact printing technologies; web offset for both heatset and non-heatset printing.

Problems solving, demonstrations and lab work represent a major aspect of the Printech Week program. In addition, scanner, proofing, platemaking, web and bindery demos are an integral part of the course work. "These sessions helped to make Printech Week a dynamic and challenging seminar. I would highly recommend it to anyone who has a serious interest in understanding today's printing technology," comments Jeffrey Flick, graphic consultant/sales promotion, The Cincinnati Cordage and Paper Company, General Paper Division.

Selected for their competency and technical background, the program's 14 instructors represent RIT's finest. Their objective is *not* to turn NPTA participants into trained press operators or troubleshooters, but rather, to turn sales people or their managers into knowledgeable paper consultants. The Printech Week program is designed for sales personnel with at least three years of industry experience, although others will benefit.

Paul Weaver, sales rep for Cordage Papers sums up the views of all, "The week I spent with the most up-to-date equipment and highly educated professors will be a real plus for my selling goals in the present and future—a real confidence builder."

To find out more about the next scheduled session on October 27-31, contact Bruce H. Linden, NPTA director of education and training at 516-829-3070.

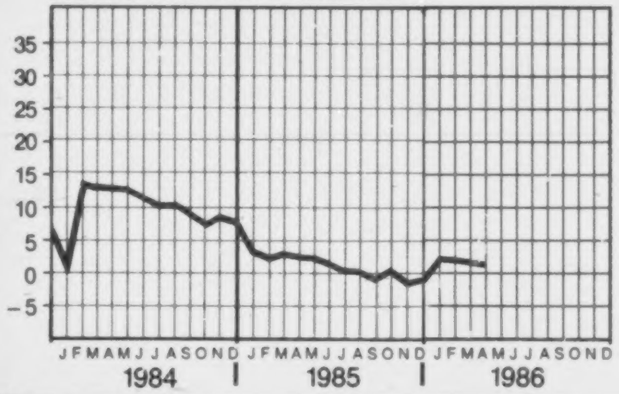
SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

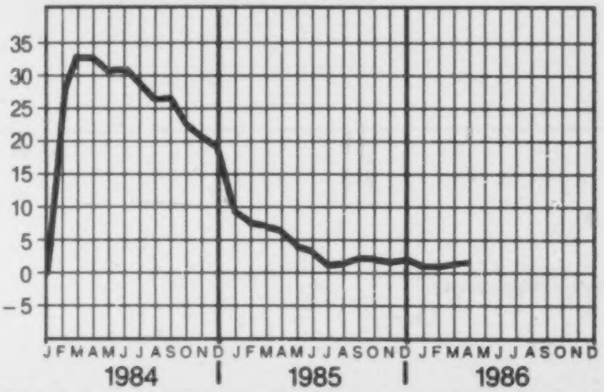
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



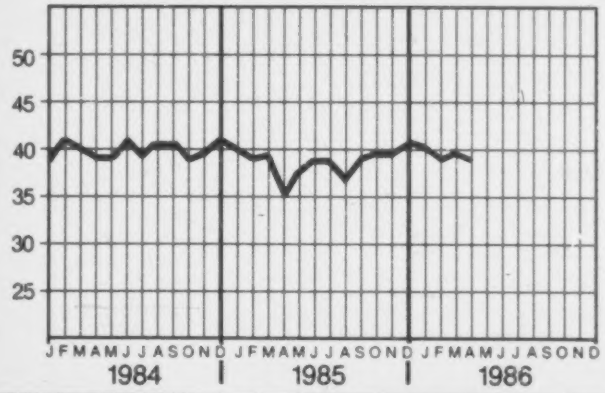
PRINTING PAPER SALES NATIONALLY



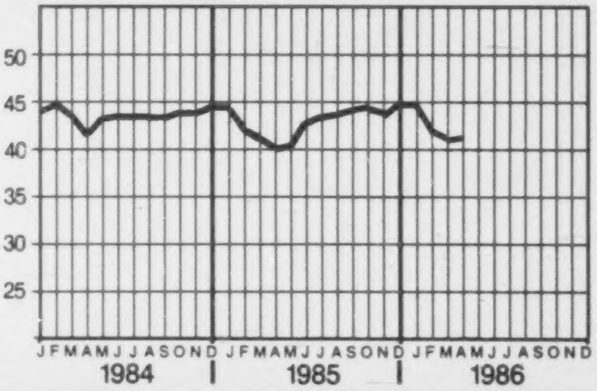
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



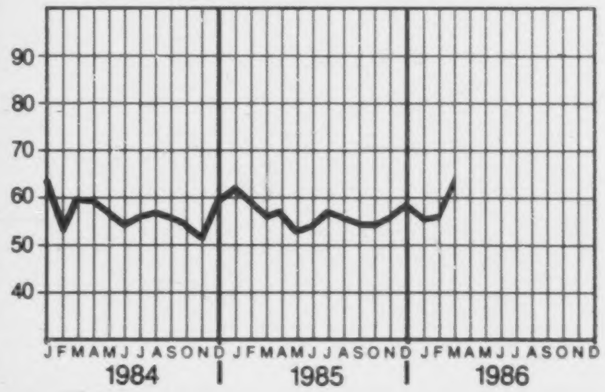
PRINTING PAPER RECEIVABLES NATIONALLY



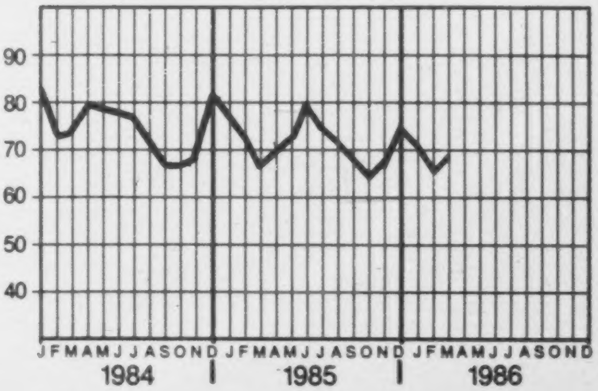
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



PLAIN ENGLISH PAYS

For years, advocates of plain English have claimed that clearly written and well-designed documents save time and money, but hard evidence has been difficult to come by. Now, a report by Professor Robert D. Eagleson, the Australian government's Special Adviser on Plain English Matters, offers several examples of the economic as well as the social benefits of plain English. The evidence that Eagleson collected vividly demonstrates that putting forms and documents into plain language has saved business and government thousands (sometimes millions) of dollars.

Last year, Professor Eagleson visited many of the groups on both sides of the Atlantic who are active in the plain English movement. Here, are a couple of examples of plain English projects:

When the Federal Communications Commission (FCC) issued its regulations for citizen-band radio that were written in legalese, the agency needed five full-time staff members to answer the public's questions. After the FCC rewrote the regulations in plain English, the questions stopped and the five staff members were assigned to other areas.

Citibank revised its forms so that both its staff and its customers understand them. This reduced the time spent training staff by 50% and improved the accuracy of the information that staff gave to customers.

WHAT'S YOUR TIME WORTH?

If you earn	Each hour is worth	Each minute is worth (¢)
$8,000	$4.10	6¾
$10,000	$5.12	8½
$12,000	$6.15	10¼
$14,000	$7.17	12
$16,000	$8.20	13⅔
$20,000	$10.25	17
$25,000	$12.81	12⅓
$30,000	$15.37	25⅔
$35,000	$17.93	29¾
$40,000	$20.49	34⅛
$50,000	$25.61	42⅔

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GOLD POP-UP FOIL
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ALCAN
1205
ALCAN POP-UP FOIL
ALCAN FOIL
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Deli Pops FOIL ROLL
Deli Pops LIGHT DUTY FOIL ROLL 1295
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Deli Pops FOIL ROLL
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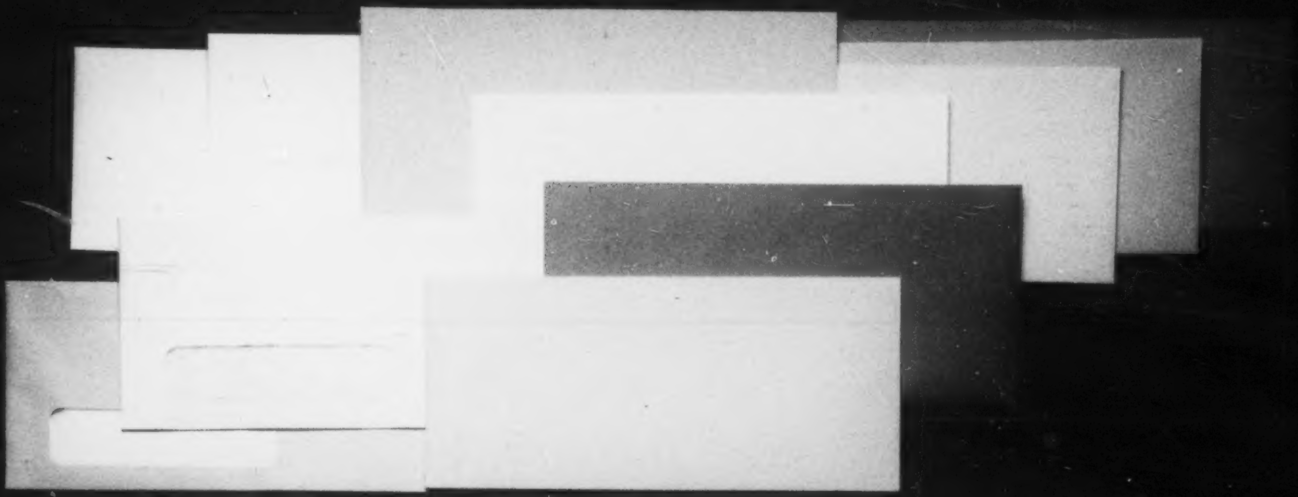

Or turn a much bigger profit selling these:

Nebraska Game and Parks Commission
IMPORTANT: CONTAINS BIG GAME PERMIT
Merchants Savings Bank
BANK OF NEW HAMPSHIRE
VISA APPLICATION
VISA
LOUP POWER DISTRICT
Live Better Electrically
KMBC-TV
CHRISTIAN BLIND MISSION INTERNATIONAL
COLLECTIBLES
Blue Cross Blue Shield
Vermont
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Then watch your profits grow.

Contact a service representative at the plant nearest you to find out about our Envelope Printing Guide and our new Envelope Printing Slideshow Presentation. Both are full of helpful tips on selling printed envelopes.

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Long Island City, NY
Brooklyn, NY (Envelope Convertors)
Union, NJ (Champion Envelope)

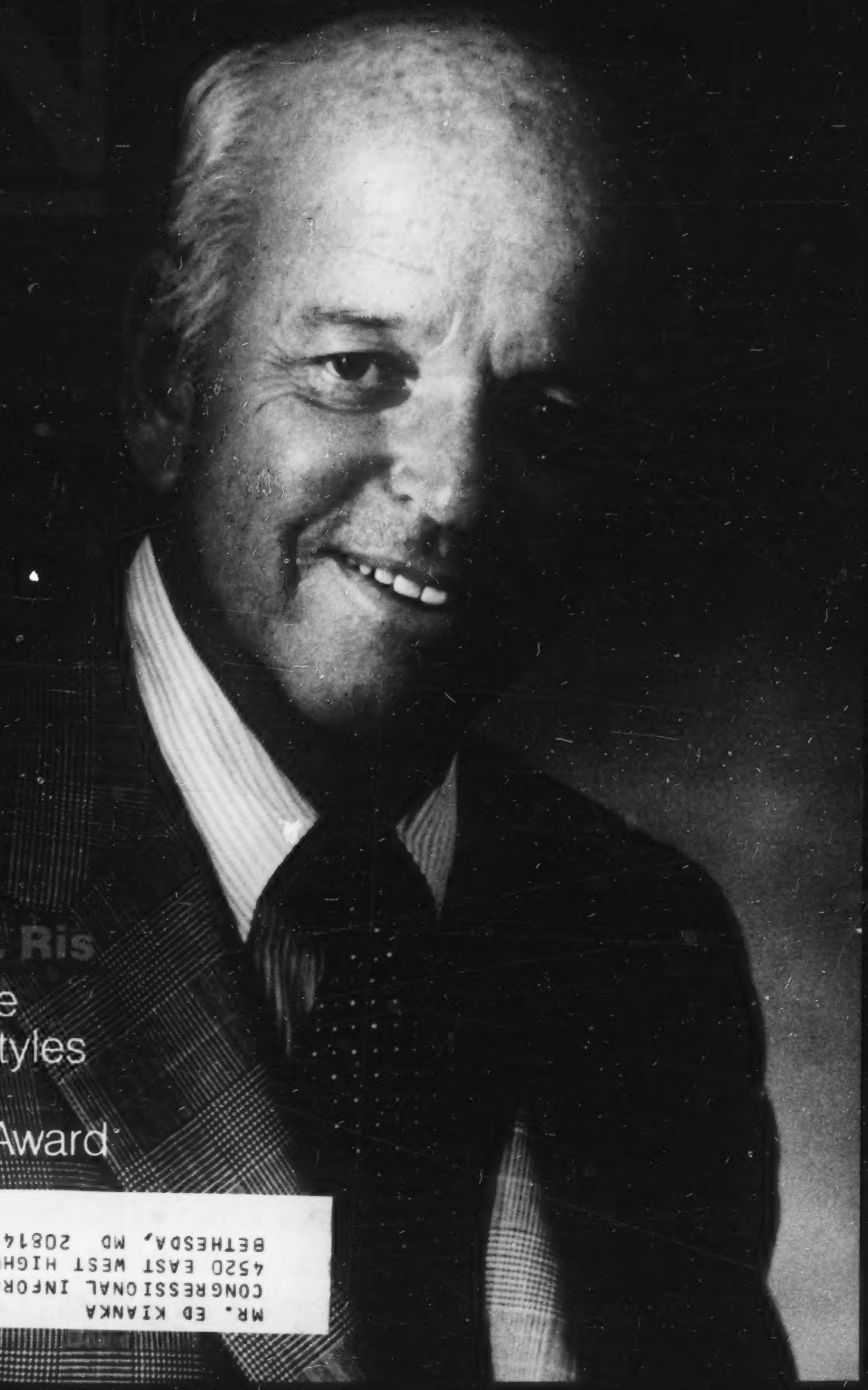
National Envelope Group
Atlanta, GA; Lenexa, KS
St. Louis, MO; Worcester, MA

Who but New York/National sells only to you; not to your customers.

A8140-3

NPTA MANAGEMENT NEWS

AUGUST 1986



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Industry
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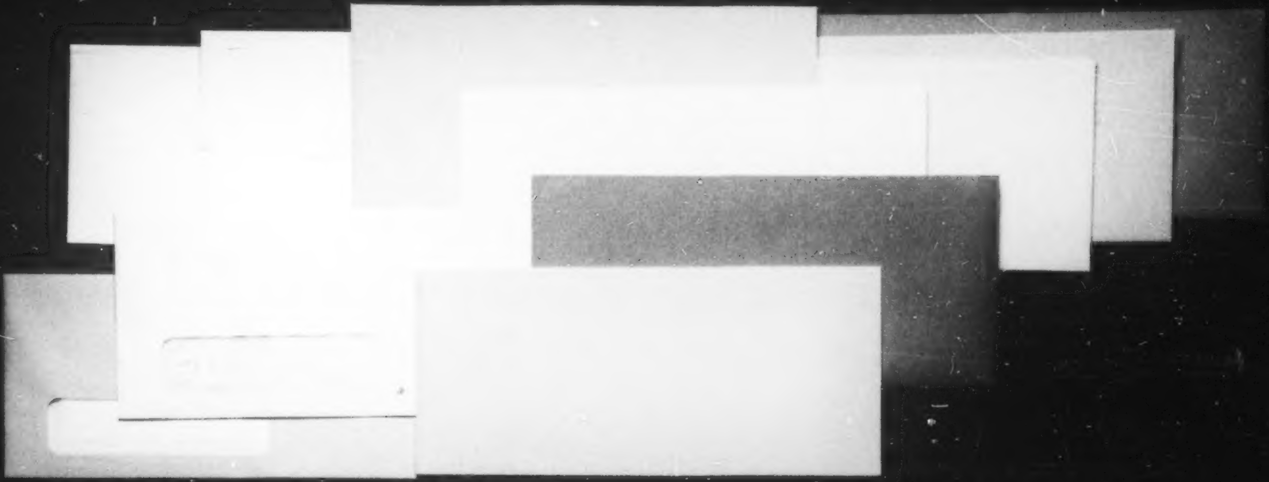

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Merchants Savings Bank
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Atlanta, GA; Lenexa, KS
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MN

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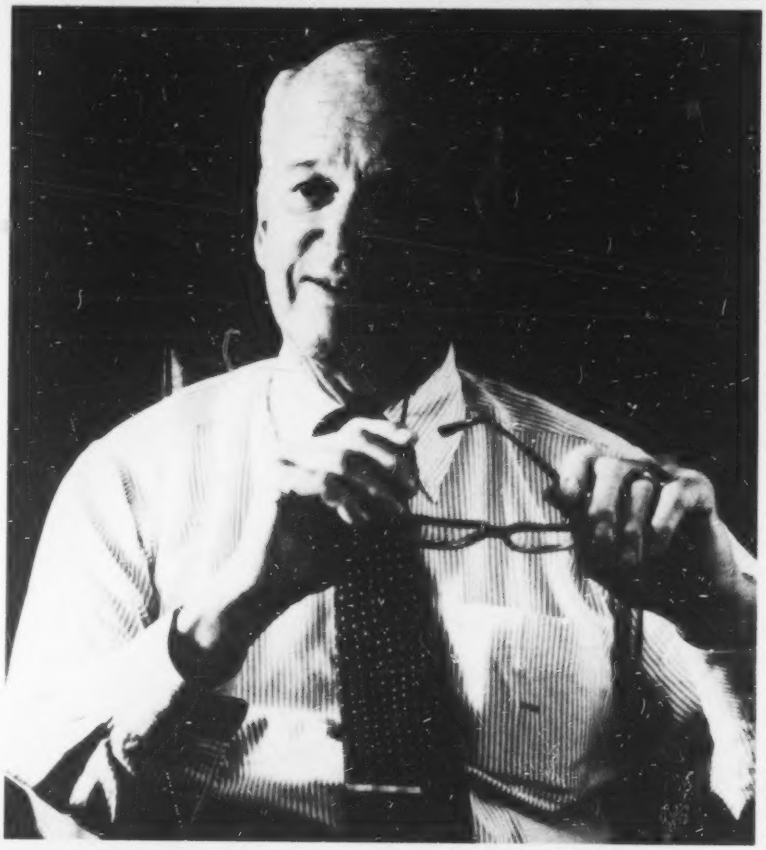

Howard Ris: Winner of the 1986 Stanley O. Styles Industry Excellence Award in his Garden City, NY office.

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The National Paper Trade Association has selected Howard C. Ris as the 1986 recipient of the Stanley O. Styles Industry Excellence Award. He spoke with *MN* magazine in this exclusive interview.

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COVER PHOTO: Gloria Baker

MEAD TO ACQUIRE ZELLERBACH'S PAPER NETWORK

In a move that will more than double its nationwide paper products network, Mead Corp. will acquire the distribution division of James River Corp.'s Crown-Zellerbach unit for $250 million. This will supplement Mead's distribution system, now located largely in the midwest, by adding the West and South from Zellerbach's facilities in 42 cities.

Burnell R. Roberts, Mead's chairman and CEO, said the acquisition "will have minimal impact on this year's business," though in the long run, it will help insulate profits from the highly cyclical manufacturing business.

James River, producer of sanitary paper products, communication paper, flexible packaging and others, said the distribution business did not 'fit its long-term strategies," and that resources will be redirected from distribution into the core manufacturing business.

NEWS BRIEFS

GEORGIA-PACIFIC has opened a new Midwest sales office in Cincinnati. The Alliance Road office will be headed by George E. VanLieu, Midwest regional manager, merchant sales.

CENTURY PAPERS of Houston, TX reported earnings for their fiscal year that ended March 31, 1986 at $507,000 on sales of $122.4 million. Compared with the previous year, sales were up 18.4% but earnings dropped 48.7%.

CORDAGE PAPERS announced the official winners of their first "Northeast Ohio Cordage Papers Specifier Competition." Winners were selected in four areas: Corporate Communications, Product Promotion, Shot Runs, and Participation. The competition was developed and sponsored by Cordage Papers of Cleveland to "emphasize the key role that designers and purchasers of print collateral should play in paper specification."

PENTAIR AND MINNESOTA POWER have signed a $360 million financing agreement for their joint venture, Lake Superior Paper Industries. The mill, to be built in Duluth, is scheduled to start up in late 1987.

SCOTT PAPER AND MEAD'S Brunswick Pulp & Paper Company has sold its 26% interest in British Columbia Forest Products Limited to Gordon Capital Corp. of Toronto.

STRATHMORE PAPER COMPANY recently completed its annual marketing

WHAT WOULD YOU CALL A PRODUCT THAT DRAWS NEW BUSINESS FROM YOUR OLD CUSTOMERS?

meeting at the Strathmore Lodge in Woronoco, MA. Speaking of the merchants that sell their products, David E. Rousse, marketing manager for the company's Printing Paper Division, said "We rely heavily on the recommendations presented at these marketing committee meetings when we formulate our plans for the coming months."

THE DOWD COMPANY of Woburn, MA is now part of the Hammermill Paper Company through an exchange of stock. The existing Dowd Company management will continue running the company.

WALKER WIENER ASSOCIATES has entered into an agreement with the *Journal of Commerce* to report activity on the importation of paper and related items into their PIERS (Port Import Export Reporting Service) database. The new service is now being made available to the paper industry.

MN CELEBRATES its second anniversary as a magazine. In the short time since it changed its format from a newsletter, it has provided readers nearly 1,000 pages of useful management material.

CAP INTERNATIONAL is the new name for the industry research firm of C.A. Pesko. The company is the largest supplier of market information on the electronic imaging industry.

FREEMAN PAPER COMPANY has appointed Steve Slough & Associates to represent their products in the State of Virginia and Vic Tanenholz to handle Baltimore/Washington and Delaware.

HOWARD PAPER MILLS launched a new promotion for their linen stock using a comic book printed on the paper that features "Howard Linen and his dog Typo." It is aimed at art directors.

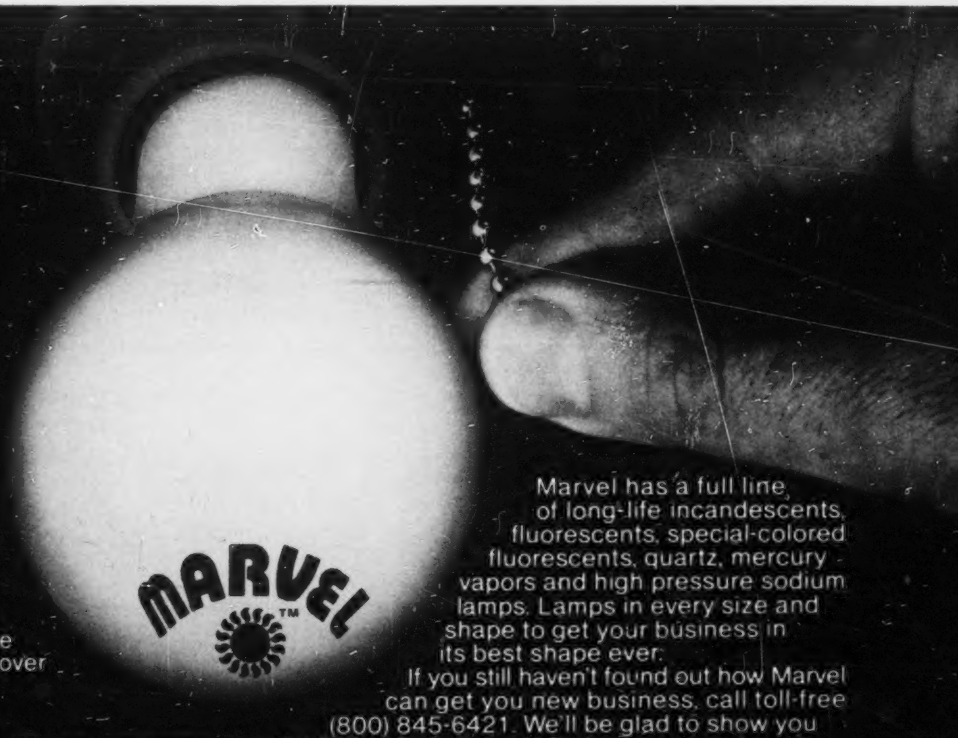
NPTA SEEKS NOMINATIONS FOR BOARD

The National Paper Trade Association announced that nominations are now being accepted for its board of directors. Frank Viegas, nominating committee chairman and president of The Dowd Company reports that nominations will be accepted through August 29, 1986.

Nominations should be in writing giving the background on the nominee and forwarded to Mr. Viegas care of the NPTA headquarters office: 111 Great Neck Road, Great Neck, NY 11021.

In addition to Frank Viegas, there are two other members of the nominating committee: Lionel Eltis, president of the Paper Shack and Container Stores and Walter Moore, president of Unijax, Inc.

The Association's board is made up of 17 industry leaders. For 1986/1987, four



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SALES MANAGEMENT

IMPROVE THE EFFECTIVENESS OF YOUR NEXT SALES MEETING

The productivity of sales meetings can be enhanced enormously by following some of these simple guidelines. To test the effectiveness of these ideas, pick *one* and use it in your next sales meeting. See what happens!

1. First determine if your meeting is really necessary. Is it a routine, habitual meeting, or does it have a clearly defined purpose? If you really don't need to have a meeting, skip it.
2. Once you've decided the meeting is necessary, preset objectives. Exactly what do you hope to accomplish? Prepare the agenda with these goals in mind.
3. Appoint a talented and experienced moderator for the meeting. Moderating can be a tough job—order and a smooth flow of ideas must be maintained.
4. Provide attendees with information they will need well in advance of the meeting. Prepared attendees will participate more actively in sales meetings.
5. Make sure to invite everyone who will benefit from the meeting; don't invite those who won't benefit.
6. Select a meeting site free from distractions; take every possible step to ensure that unessential interruptions don't occur.
7. Make sure meetings start and end on time.
8. Be sure to keep discussions on course. Digression and rambling are big time-wasters and bore attendees.
9. Take action on and make commitments to the beneficial ideas that are born at your meetings. Too many meetings end up as no more than memories of good intentions.
10. Be sure to summarize the results of your meetings so that any conclusions reached, assignments made, etc. can be handed out.
11. Analyze every meeting to determine if your goals were met and to evaluate cost effectiveness.

—Sales and Marketing Executive Report

NEWS MAKERS

SBS NEW NAME KEEPS UP WITH TIMES

Old name was out of date, misleading, reports company president

A. Brian Macaulay

Many customers have taken it upon themselves over the years to shorten the name of Sugar Beet Products to SBS, reports company president A. Brian Macaulay. He felt it was time to do it officially.

"Actually," he said, "our former name was a bit misleading since none of our skin care products were ever made from sugar beets!" So then, where did the name come from? It seems that Robert Montague Sr. founded the company some 75 years ago and developed a powdered soap that could safely remove heavy shop grime. Montague's formula, SBS-11 Safe Cleaning Soap, was so successful that it completely changed the direction of the company.

Interestingly, by the 1920s, the use of sugar beets in the company's products ended . . . but the name persisted until it was changed in May of this year.

Today, SBS Products is a subsidiary of the Andrew Jergens Company offering a complete line of cleaning, medicated and protective skin care products for industrial, commercial and medical use.

---

members will be elected to serve three year terms on the Association's board and a new treasurer will also be chosen. All elections will take place during the NPTA Convention on September 14, 1986 at the Annual Business Meeting at 11:30 a.m.

Selections will also be made to fill terms on the Association's seven committees. All those interested in committee work should contact John J. Buckley, Jr., president at NPTA headquarters for details.

PEOPLE IN THE NEWS

Joseph L. Marchione has been appointed marketing manager/business papers for the CDA Distributors Division of Hammermill.

Richard G. McGann has been promoted to the position of industrial marketing manager of Rourke-Eno Paper Company.

S. Walter Levine has been named senior vice president of marketing and national accounts for Halper Bros., Inc. **Harvey Kessler** has become vice president sales and marketing for the company.

Charles W. Meyer has been appointed fine paper sales manager for the Seattle Division of Unisource.

Sheldon "Shelly" Borus, former owner and president of Borus Paper, Garden City, NY, and Sandspoint Paper, NY, passed away on May 22. He was 55 years old.

Lawrence P. Smith has been named executive vice president of the Bemis Company's Nashua Blow Molding Division.

Bertha Wagner has been appointed district manager for the Printing Products Division of MACtac and will cover Southern California, Arizona and Southern Nevada.

D. Kent Tippy has been named vice

president, marketing and strategic planning for Avery International.

Al Winter has been appointed vice president-sales for DataCom.

Ronald Miller has been named manager, New York merchant sales for Penntech Papers, Inc.

Greg Krawchuk has been promoted to dealer account executive for the Northeastern Region of American Fiber-Velope.

Brian W. Davis has been elected assistant treasurer and **Patrick R. Norha** has been named assistant secretary of Potlatch.

Earl E. Brotherton has been named president of Gaylord Container, the former container business of Crown Zellerbach.

SCOTT PAPER CO. TO SELL CUT-RITE

The Reynolds Metals Company of Richmond, VA, will purchase Scott Paper Company's Cut-Rite brand of wax paper. Under the terms of the sale, Reynolds will acquire the world-wide rights to the brand name except in Canada.

Scott indicated that the decision to sell the Cut-Rite brand is consistent with the company's strategy of concentrating its resources on the parts of its business that fit its long-term growth objectives. While Cut-Rite has been and remains a profitable business, it does not fit Scott's long-term marketing focus, the company reported.

Scott said the gain from the sale of the Cut-Rite brand will more than offset a one-time charge associated with an early retirement program implemented by Scott during the second quarter. This program is estimated to have an effect on Scott's after-tax earnings in the second quarter of approximately $8 million, or $.22 per share.

The early retirement program, which is part of a continuing effort by Scott to improve its competitive position relative to costs, will have an ongoing positive impact on cash flow and will reduce the company's administrative expenses, Scott reported. The company indicated that more than half of the eligible 431 employees have elected to take the early retirement program.

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PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Mo.
1	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	1
2	Implementing Successful Paper Marketing Programs. Video Tape and Guide. *NPTA.* $65.	2
3	The Practical Handbook of Warehousing. *Ackerman.* $40.	—
4	Increasing Profits Through Better Marketing. *Healy.* $35.	3
5	Practical Handbook of Distribution/Customer Service. *Blanding.* $40.	8
6	Automated Inventory Management for the Distributor. *Graham.* $35.	5
7	Strategic Planning: A Fitness Program for Wholesaler-Distributors. *Andersen.* $35.	4
8	Merchandising to Maximize Your Margins. *VanDeMark.* $25.	10.
9	Introduction to Wholesale Distribution. *Danenburg/Moncrief/Taylor.* $35.	7
10	Harvest the Fruits of Paper Selection (Marketing Tool). *NPTA.* $.50 each.	6

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

New group of paper merchants graduates from NPTA's "Paper Distribution Management Development Program" at Miami University, Oxford, OH, on May 9, 1986.

Seated (L–R):
Reyburn Gove,
Bric Wheeler (MU),
Kathy Simms (MU),
E. C. Samuel,
Stacy McGinnis;

Standing (L–R):
Brett Mitchell,
Mike McGinnis,
John McNeill (MU),
Scott Rutzky,
Dean Bill Moeckel (MU),
Jim Milliken,
Gret Kestler,
Bruce Olson (MU),
Rick Eiseman.

ACTIVITY

ACCOUNTS RECEIVABLE PAYMENT PATTERNS: PAPER MERCHANTS VERSUS U.S.

Every three months, TRW's Information Services Division publishes a "Business Payment Index" that tracks accounts receivable payment patterns by various industries. Their first quarter 1986 report indicates a significant improvement in the current payment performance of U.S. business.

After adjustment for seasonal variation, the percentage of accounts receivable that are current soared to 78.2 in the first quarter, a level not seen since 1977 and early 1978. Falling inflation, moderate growth in the economy, and continued strong cash flow for most U.S. businesses have no doubt significantly contributed to this recent improvement in payments.

However, a disturbing trend since early 1984 has been the rising percentage of accounts receivable past due more than 60 days. The same pattern holds true for accounts seriously overdue—more than 90 days.

Below is 1984–86 information from TRW for paper distributors' accounts receivable payments.

According to the TRW report, in the wholesale trade sector only drug, marine supplies, photo equipment and truck dealer distributors had a higher percent of current receivables than *paper* distributors. But, from the table one can see that paper distributors' past due accounts are at or near two-year highs.

The TRW Business Payment Index is derived quarterly from information reported to them as a part of their nationwide, computerized business credit reporting service.

The data used in generating TRW reports come primarily from the automated accounts receivable information (the current and past due amount of money owed to a company by its customers) submitted to TRW every 30 to 90 days. More than 6,000 U.S. companies contribute to the data base, representing close to $35 billion in accounts receivable.

To obtain your personal copy of this TRW report, contact the Public Affairs Department of TRW Information Services, a Division of TRW Inc., Suite 920, One City Boulevard West, Orange, CA 92668; phone: 714–385–7506.

		Accounts Receivable—In Percents Paper Distributors							
		1984			1985				1986
		2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr
	Current	67.4	73.5	65.4	65.1	66.9	68.5	68.8	66.0
	1–30 days	20.1	16.0	19.7	21.4	19.9	19.1	18.8	19.8
Past Due	31–60	7.0	5.9	8.0	7.6	6.5	6.3	6.2	7.2
	61–90	2.0	1.9	2.3	2.4	2.5	2.0	2.3	2.7
	90 +	3.5	2.7	4.6	3.5	4.3	4.2	3.9	4.4

Continued on page 28

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PRINTING PAPER

'WORLD VIEW OF PAPER' EXPLORED AT NPTA CONVENTION

When Marshall McLuhan said that we all live in a "Global Village," he was speaking about the effects of instantaneous communication around the world in the 1960s. It draws everyone closer together. Sharing information on a global basis is much easier today.

The speed of world-wide communication has caused all global activities to heat up. A "World Market" has developed for many products and now it is difficult to look at production or distribution in just one country alone. These must be seen in the context of global affairs.

Paper moves around the world in ebbs and flows from producing countries to consuming countries. The world is growing smaller for both paper producers and their paper distributors. It is this picture that the Printing Paper Division of NPTA will present at the 1986 Convention on September 15 in Boston.

The program, "The World Report: A Global Look at Printing Paper," will be a two-hour review of the world-wide affairs of the paper community that affect U.S. paper distributors. As NPTA's chairman of the Printing Paper Division Fred Stabbert put it, "This program is designed to be a 'weather report' on the changing climate of the paper industry."

"The World Report" is just that—a report by experts who have specialized knowledge of how changes in other parts of the world are affecting the U.S. market today. In 1985, for example, the United States saw a 4.4% increase in paper imports which came on the heels of a strong 1984. Leading the way (excluding newsprint) were coated grades. The newly gained market position of imports in the American marketplace is likely to be maintained, reports Norman Wiener of Walker-Wiener Associates who specializes in the international paper scene. He will be one of the speakers at this special meeting on September 15.

Paper is moving to U.S. shores from many points on the globe. Much of it arrives here from Europe. Reporting on European activities will be Jack Pais, secretary general of EUGROPA—the Common Market organization of paper distributors. The European connection is as vital to many American paper merchants as it is to their suppliers on the Continent.

Beyond Europe are other important producing countries that have fueled the world market: Mexico, South America, the Pacific Basin, and of course, Canada. Reports on actions in these areas will be put in perspective.

The American paper mill position will be represented, as well, during this meeting by Robert E. McAvoy, president of S. D. Warren to provide greater understanding of how the U.S. is handling paper exports and is dealing with the growing volume of imports. "The World Report" will give the paper merchant a better understanding of global trends that affect him on the streets of America.

EVENTS

AUGUST

21–23. *Quick Print Expo sponsored by the National Association of Quick Printers, Hyatt Regency Hotel, Chicago, IL. Contact Philip Battaglia, Quick Print Expo Manager.*

SEPTEMBER

13–16. *NPTA Annual Convention and Paper/Plastics & Allied Products Exposition. Sheraton Boston Hotel, Boston, MA. Contact NPTA.*

OCTOBER

16. *Productive Opportunities for Paper Merchants. New York, NY. Contact NPTA.*

27–31. *Printech Week. Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

NOVEMBER

3–4. *The Second International Unbleached Kraft Conference, Waldorf-Astoria Hotel in New York, NY. Contact* Pulp & Paper *magazine. 212-683-9294.*

10–15. *Paper Distribution Management Development Program. Miami University, Oxford, OH. Contact NPTA.*

16–23. *New York Paper Merchants Association's 1986 Seven Day Seminar & Cruise on board the Carnival Cruise Lines Superliner "Festivale." Contact NYPMA. 212-867-9660*

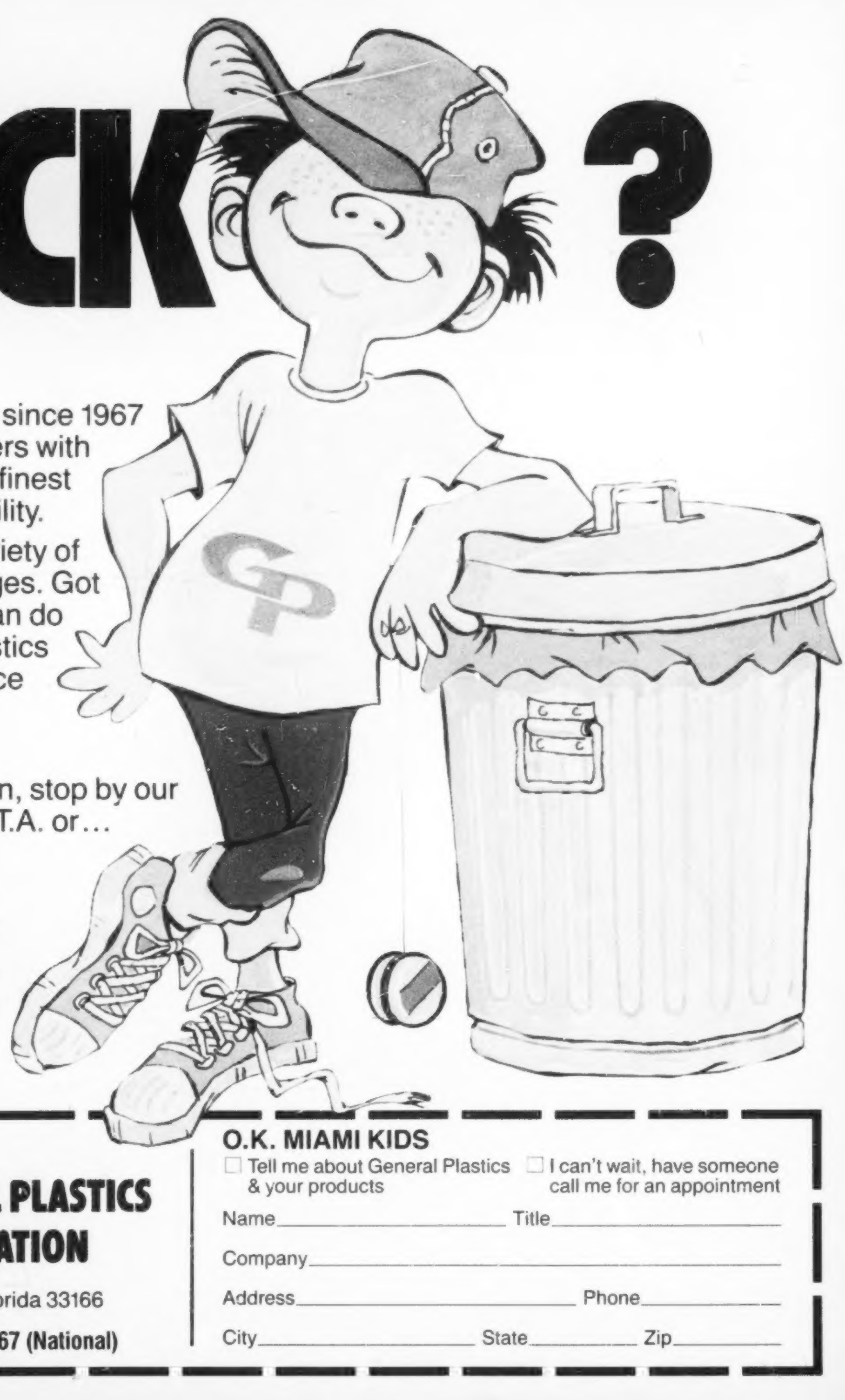
18–19. *Industrial Sanitary Supply Symposium—"Sanitary Supply: The Role of the Industrial Paper Merchant." Atlanta, GA. Contact NPTA.*

INDUSTRIAL PAPER

A SALES CATALOG: IS IT RIGHT FOR YOUR COMPANY?

According to an article by Frank W. Gray in a recent issue of *Maintenance*

THE NEW KID ON THE BLOCK ?



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Company__________

Address__________ Phone__________

City__________ State__________ Zip__________

Supplies magazine, a well planned catalog is a sales tool of the first magnitude and deserves the utmost attention of distributors and manufacturers.

Catalogs have become a convenient and profitable way for merchants to sell their current product line. Sales are either phoned in or asked about by customers because of the creative use of the catalog presentation. According to the article, the following should be kept in mind when preparing a catalog.

1. Place responsibility for the job on one person. Although an advertising agency, sales manager, printer, sales executive may be assigned to do the job, some one person should do the coordinating. This person must be qualified to supervise and piece together the work of various persons who might be assigned to do portions of the overall job.

2. The catalog itself should be of the right size and convenient for filing and for easy reference: 8 1/2 × 11 is a standard size and handy for mailing. Odd dimensions and shapes may attract attention but will detract from its use.

3. Color stock should be selected to withstand soiling, durable and sturdy for constant usage. The color should be attractive with suitable illustrations to wet the appetite, headline selling copy, and featuring a good buy on the cover is useful.

4. Most customers prefer a binding that allows a book to be laid out flat when opened. A metal spiral or plastic binding permits this kind of easy and quick reference. Saddle stitching is still acceptable for very small catalogs. Where there are frequent product changes, it may be better to use loose leaf binders.

5. The type and quality of the paper used for inside pages is important (as if a paper merchant didn't know that!). The paper should have a good finish to assure that reproductions of pictures will be top quality and that illustrations will not show through to other pages and obliterate the printing. A few extra dollars spent here will upgrade the catalog.

6. Indexing is a key to catalog usefulness. You can have the conventional up front index, divider cut pages, or marginal tabs. The main thing to do is group products in a logical sequence for easy access.

7. The same arrangement page after page can be monotonous, but the skilled layout person can do wonders to create excitement and add interest. Special emphasis should be placed on sales leaders or large profit items.

8. Reams can be written about the mailing list. The list should be updated so that the costly catalog is mailed to only good prospects.

9. The catalog should be "merchandised"—give it advance publicity and if possible it should be asked for by potential customers, retail or commercial.

10. There should be a follow-up campaign to promote the catalog. It should be sent to all those who send in unsolicited orders and it should be distributed by salespersons.

A small increase in spending together with a little extra care in preparation can make a whale of a difference in the final payoff. Those who never see your business or meet your staff will form their opinions of your company and products through the medium of your catalog. Just as in other marketing activities, it is smart to out sell your competitors.

PROFILE OF A SALES PERSON: CLEANING & MAINTENANCE SUPPLY

The results of a recent survey done by *Maintenance Supplies* magazine shows that the average salesperson is 35–36 years old, has a 12 week training period and earns an average salary of $32,250 per year.

The salesperson makes an average of 50.1 sales visits per month, makes 10 phone calls a day, travels 1675 miles per month and stages 4.5 product demonstrations per month.

They have been with their present company for 7.1 years. Sales people in this field are equally split when it comes to being reimbursed or paying their own expenses, though most distributors reimburse their sales people for expenses, some offer weekly/monthly allowances.

PAPER BAGS ARE PREFERRED BY CONSUMERS AND SUPERMARKETS

A study, conducted at three major California supermarket chains by Cresap, McCormick and Paget Inc. (CMP), incorporating Case and Company, a management consulting firm specializing in analyses of supermarket operations, found:

- Using plastic bags results in an average front-end labor cost increase of $1.29 per thousand items packed. With average sales of approximately $250,000 per week, the use of plastic bags raises front end labor costs by $314 per week, or $16,000 per year.
- Paper bags hold an average of 20% more items than plastic.
- The time to set up a plastic bag on its rack, then remove it is 48% greater than the time required with paper because of the additional motions needed for the plastic bag rack. (Customers are delayed.)

"These results are particularly significant when one considers that labor which is by far the largest cost incurred in any store's bagging operation," said Vic Rayneri, project manager of the Case/CMP study.

The paper grocery bag also scored high marks in the study's consumer preference survey. Polling over 200 shoppers as they exited the stores. The study team reported:

- Consumers interviewed favored paper bags by more than 2 to 1.
- 9% of the customers polled said they would switch stores if paper were not available; none of the customers said they would switch if plastic bags were not available.
- 64% of the customers interviewed reported problems with plastic bags, compared 8% with paper.

Howard C. Ris Wins Industry Excellence Award

Howard Ris follows in the tradition of Al Duval, the 1985 winner and Bill Zellerbach who received the award in 1984.

There are few individuals in the paper distribution industry today who see their family name on more delivery trucks and warehouses than Howard Ris, chairman emeritus of Ris Paper Company. Such growth has not been easy nor has it happened overnight. During July, *MN* editor Bill Frohlich and NPTA president John Buckley met with Mr. Ris at his corporate headquarters in Garden City, NY.

Howard Ris shared his views and recollections of nearly 50 years in the paper distribution business. His comments and opinion not only indicate the reasons for his success, but why he is an excellent choice for the 1986 Stanley O. Styles Industry Excellence Award.

MN: To begin, it is fair to say that one cannot be successful in business without a good combination of business and family. Tell us a little about your family.

RIS: My whole life was really changed ten and a half years ago with the tragic loss of my first wife, Edythe. After that, I was very fortunate to meet Patricia, a friend of a very dear friend of mine. We were married after a year-and-a-half of courtship. I always like to think that Patty saved my life, since I was going through a very sad time.

I have two children, a son and daughter, and two stepchildren, a son and daughter. My son, Howard C. Ris, Jr., is director of the Union of Concerned Scientists. My daughter Barbara, married Tom Walden who is now the chairman of the board of Ris Paper Company. We have a very happy family.

MN: Do you have any grandchildren?

RIS: Yes, I have seven granddaughters and one grandson. All are healthy and super kids. Incidentally, they all call me "Bampy." My grandson could not pronounce grandpa, so that's where that came from.

MN: Has there been a particular philosophy that has guided your life either professionally or personally?

RIS: Yes. I have made it a policy that my word and handshake are as good as any legal contract. It works! Also, I pride myself on selecting the right people to get the job done. I've been lucky in that respect and I find I have a very loyal management group. Also, I've made it a point to love work as much as I love play. I like to work hard and play hard. I made it a policy that no matter how tough the pressure, I still took my vacations as scheduled. The time off was very important to me, and I think it paid off for my health and businesswise.

MN: You look great at 70. With your nearly 50-year career in paper distribution, can you tell us one thing that may stand out in your mind as the most important incident or episode that you would say is the best thing that happened to you?

RIS: The best thing that happened to me in my career was when we were able to buy John Carter in Boston. What brought this all about was the interest at the time of the paper mills in buying distribution. There was a concern of the takeover of paper distribution by the manufacturers. Running a small business, I began to think about how we could expand because I was worried about what would happen to my small company in the face of what was going on. So I said, "Let's make our company grow."

I thought that if the mills were going to buy everything they would have to buy us too. So no matter what the government was going to do with the mill situation, we would be successful in our own right through acquisitions, expansion and efficiencies. The plan worked.

That was in the 60's. The government did curtail the mill acquistion program, and we succeeded in our own efforts. It paid off; we grew bigger and better.

MN: Over the years I am sure that you have met many, many people in the industry. Who stands out in your mind as the most impressive?
RIS: It would be difficult to say who is the most impressive individual in our industry. Everyone is unique in his own respect, however guys like Mark Fuller of Champion, Dick Denman and Hugh Hanson of Weyerhaeuser, John Herbert and John Franz of Mead, Dave Dimling of Georgia-Pacific, John Munford and Bob Sasser of Union-Camp, have all been a great help and inspiration to me in business, and also have become very close personal friends. They're a great bunch of guys and I only wish I could see more of them.

MN: Have there been any paper merchants that you have looked up to over the years or for whom you have had a special respect for what they have accomplished?
RIS: I have always looked up to and respected my competitors. I have tried to emulate the progressive ideas and to fine tune our own activities in a manner that would produce the most successful results.

MN: What do you see as the major trends affecting paper distribution today?
RIS: The trend toward mill ownership that was curtailed in the 60's has reemerged. It bothers me that the mills can move into paper distribution and compete with us and other independent distributors. Have they been good competitors? In most cases I would say yes. But as this trend continues it puts a greater burden on independent paper merchants in the following areas: for example, the mills have great financial resources so they can handle credit problems better and perhaps more expeditiously than a small independent merchant. Also, some customers feel that if they deal with a mill-owned merchant they will receive better treatment when it comes to complaints, shipments, etc. I must emphasize, however, that mill-owned merchant companies have been good competition in the past.

MN: Is the paper distribution business a better business today than it was 20 or 30 years ago?
RIS: Yes it is. It is a much better business today. Professional management is coming to the top. Salesmanship was the only key to success in the business back then. Today we see financial management as having an equal role. Of course we have to sell paper. That is the name of the game. But we have to know what makes sense financially at the same time. Management of paper distribution is starting to recognize the profitability of the operation and of each particular order.

MN: Do you have any predictions for what the industry will be like 10 to 15 years from now?
RIS: I think the trend toward mergers and consolidations will continue. There will always be one or two smaller companies in each city, but there is no question that the chain operations will continue to grow. With trucking, computerization, financial responsibility, and warehouse utilization the chain can offer benefits to the customer. We can cover each city

better and more completely with this type of operation.

MN: Do you see the franchise system for printing paper grades continuing?

RIS: I think the franchise system will be in place, but I feel that the mills will continue to exercise good control of it. That's their right and privilege, but I say the independent paper distributor also has his responsibilities and they have to be recognized.

We understand this relationship as a partnership in trying to get the product to the marketplace in the most efficient manner. We recognize that the mills have their sales responsibilities, but the independent distributor also has his responsibilities and they should be considered.

MN: Are there any other threats that you see to the paper distribution business in the years to come?

RIS: Yes. I feel that foreign interests will continue to influence our industry. It's a new competitive force that we must learn to live with. Direct selling is always there and always will be, but we've learned to cope with it and I feel we can handle it in the future with the right sources of supply to support us.

MN: What role do you see the association playing in the future?

RIS: I think it is so important for everyone to realize the great improvement in what NPTA is doing for our industry. There are so many facts and figures a paper merchant can use to increase his business efficiency that are readily available from NPTA. It is really the only way for a company to compare its performance with similiar companies in the industry. I think that it is imperative for every company to have this kind of information, especially if you are a smaller paper merchant and if you truly watch the bottom line.

MN: If you had it to do all over again, is there anything you would change in the way you developed your business career?

RIS: Yes. Instead of starting to expand 20 years ago, I wish I would have started 30 years ago.

MN: Are there any other comments you would like to make about the industry that our readers could benefit from?

RIS: Well, as one guy said to me when I was in negotiation to purchase his company, "I'm tired of being a beggar." I asked him what he meant by that and he said "I'm on my knees to my suppliers, my customers, and my bankers. I'm tired of that!"

Now, am I tired of doing that? No! I had fun doing that, and I still think that there is an opportunity to expand and grow in our business. Maybe you have to get on your knees once in a while, but at the same time if you know what you're doing you can enjoy it. Make it happen for yourself and your company. It works!

MN: Thank you.

CHAIRMAN'S CORNER

"Where No Pleasure, No Profit"

Early one morning I said hello to a customer as he filled his van at our loading dock. He is an enterprising gentleman in the custodial service business. Conversation soon focused on why we each enjoyed what we do for our livelihood. The key for both of us is hard work and the fact that we do enjoy it and profit from it.

Two weeks thereafter I attended the EUGROPA conference in England on behalf of NPTA. This year our European friends chose as the theme of their conference "Where No Pleasure, No Profit." They put on an excellent conference with several sessions focusing on improving financial performance. Pleasure and profit are the essence of successful business, the results of good people enjoying hard work.

Success and hard work. My congratulations to Howard Ris, industry leader, outstanding individual, selected to be this year's recipient of the Stanley O. Styles Industry Excellence Award. Do you think he worked hard? Darn right he did, and likely still does. Was he successful, did he profit? Ris Paper in 32 years grew from one to 17 locations. And was pleasure taken? Howard himself has said it, ". . . and a lot of fun."

Yes, the paper merchant distribution business is great. Hard work but a lot of fun, thanks to leaders such as Howard Ris. Thanks to the unsung heroes working behind the scenes in each of our companies. Thanks to our customers who give cause to our pleasure and keep us honest and working hard. So if you are not having fun and you are dissatisfied with profits, where are you headed? Not only "where no pleasure no profit," but also "where no profit no pleasure." Whichever you choose to put first, why not have fun.

Next month I hope to see you in Boston at our Annual Convention and Exposition. Come prepared to work hard, attending and learning from the various seminar programs, participating in our annual business sessions, sharing in your individual merchant/supplier conferences. Attend our award luncheon, help us honor Howard Ris and hear an inspiring message from Alexander Haig. Next month it is Boston for pleasure and profit!

R W Abrams

Richard W. Abrams
NPTA Chairman

Haig to Address Chairman's Luncheon

Alexander Haig will replace Ambassador Jeanne Kirkpatrick on Luncheon Program.

General Alexander M. Haig, Jr. has been in the vortex of contemporary political, economic and military affairs and closely associated with matters related to the vital interests of the free world for the past twenty-five years. A charismatic leader not only known and respected throughout the Western Hemisphere, but in both Eastern and Western Europe, Asia, Africa and the Middle East, General Haig is known for his dynamics in public speaking. An activist, a mover and doer, one who accepts challenges and calls the shots as he sees them, he is the author of his latest initiative—a book entitled: *Caveat—Realism, Reagan and Foreign Policy*, a reflection on his term as Secretary of State.

As a speaker, he brings a wealth of background and views based on a variety of military service at home (in the Pentagon) and abroad (Japan, Korea, Europe and Vietnam); and Deputy Assistant to the President for National Security Affairs, as a personal emissary of the President to negotiate the Vietnam cease-fire, and the coordinator for preparations of President Nixon's historic visit to China. As the former White House Chief of Staff, his four-year tenure as the Supreme Allied Commander, Europe and more recently as Secretary of State, General Haig brings to any audience the realism associated with the main problems faced by the world politically economically, militarily and socially.

General Haig is the recipient of numerous military decorations, including the Distinguished Service Cross, and has received decorations from the governments of many other countries. He will speak to the paper distribution industry about his vast experiences in public life, east-west relations and his plans for his political future.

While you're at the 1986 NPTA Show, we'd like to extend a warm . . .

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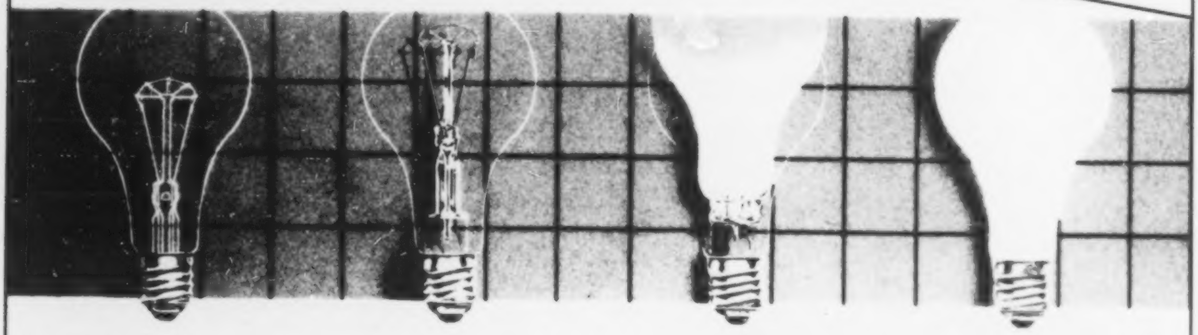

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SPOUSES WILL SEE BOSTON OLD & NEW

A special four-day series of tours for Convention spouses will take advantage of the many attractions of old and new Boston. Use the Special Events ticket order form on the next page.

FRIDAY, SEPTEMBER 12: *Introduction to Boston Tour and Lunch at the Winery.* From old Boston's Beacon Hill and the North End to the Prudential Center and "New Boston," this introductory whirl will give you a better understanding of Boston's place in America—past, present and future. Luncheon is at the Winery. Located in the Pilot House on Boston's waterfront, it is the perfect treat.

SATURDAY, SEPTEMBER 13: *Intro Tour* (repeated without lunch) or *Kennedy Library Tour.* This special library contains many exhibits that portray the personal side of J.F.K., his public career and presidency. There are over 500 photographs and 1,000 important objects in the collection.

SUNDAY, SEPTEMBER 14: *Boston's South End Homes Tour and Lunch.* The graceful rows of red brick, bow-front houses today look very much as they to the men returning from the Civil War. The old Back Bay area of Boston is its most charming feature. The tour of the locale will include luncheon at a quaint, historic restaurant in the district.

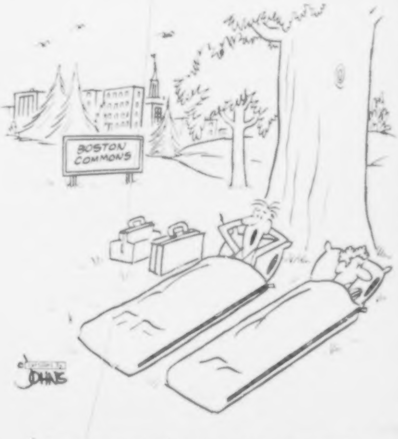
MONDAY, SEPTEMBER 15: *Mastering The Public Spotlight.* Starting the morning off with an elegant continental breakfast, the following two hours will reveal a dynamic look at how the images of powerful people can be made or destroyed. Public image specialist Arnold Zenker will present the topic.

HOTEL CUT-OFF DATE AT HAND

For all those who have not yet made their hotel arrangement, take heed! On August 20, 1986, the NPTA discounted rate for rooms is lost. After that date, the NPTA housing bureau closes up shop and Convention goers will have to work directly with the hotels.

Before it is too late, send in the hotel reservation form. If you need a form, call NPTA headquarters at 516-829-3070.

Chairman's Luncheon Tickets Still Available



"HECK, OUR COMPANY'S JUST GETTING STARTED, ED. I'LL BET NEXT YEAR THEY GET US FIRST-CLASS ACCOMMODATIONS AT THE NPTA CONVENTION!"

SPECIAL EVENTS TICKET ORDERS

NATIONAL PAPER TRADE ASSOCIATION, INC
1986 Annual Convention
Exposition

Deadline	Mail To	Payment
All Special Events Tickets may be picked up in the NPTA Registration area on **September 13, 1986** or after.	National Paper Trade Association, inc. 111 Great Neck Road Great Neck, New York 11021	PAYMENT MUST ACCOMPANY THIS FORM. Tickets for Special Events Are Not Refundable. Photocopy for your records.

TICKETS FOR ALL EVENTS MAY NOT BE AVAILABLE ON SITE: ATTENDANCE IS LIMITED

Chairman's Luncheon: *Stanley O. Styles Industry Excellence*
Award Presentation: Howard Ris
General Alexander M. Haig, Jr.
Keynote Speaker
(Proceeds from the Luncheon will be donated to the PAPER Foundation.)
Monday, September 15, 1986 ______ tickets at $75.00 each $ ______
12:30 p.m. - 2:30 p.m.: Sheraton Boston Hotel ______ tables of 10 at $750 $ ______

Boston Paper Trade Association 100th Anniversary: *Gala Reception & Dinner*
Monday, September 15, 1986
7:00 p.m. - 8:15 p.m. Reception: Marriott Copley Place Hotel
Dinner/Dance to follow
Black tie. Business suit acceptable. ______ tickets at $100.00 each $ ______

Young Executives Forum: *Young Executive's Role in Managing for Top Performance*
Reception, Luncheon, Special Meeting
Saturday, September 13, 1986
12:30 p.m. - 2:30 p.m.: Sheraton Boston Hotel ______ tickets at $35.00 each $ ______

Spouses Program: *Experience Boston Old & New*
Friday, September 12, 1986
12:30 p.m. - 4:15 p.m.
Introduction to Boston Tour
& Lunch at the Winery ______ tickets at $37.00 each $ ______

Saturday, September 13, 1986
CHOOSE ONE:
- Introduction to Boston Tour
  1:00 p.m. - 4:00 p.m. ______ tickets at $18.00 each $ ______
- John F. Kennedy Library Tour
  12:30 p.m. - 4:00 p.m. ______ tickets at $18.00 each $ ______

(Note: Luncheon is not included on either tour)

Sunday, September 14, 1986
12:00 Noon - 4:00 p.m.
Boston's South End Homes Tour & Lunch ______ tickets at $40.00 each $ ______

Monday, September 15, 1986
9:15 a.m. - 11:45 a.m.
9:15 a.m. - 9:45 a.m.: Continental Breakfast
9:15 a.m. - 11:45 a.m.: "Mastering The Public Spotlight" Presentation ______ tickets at $20.00 each $ ______

TOTAL FEE REMITTED $ ______
All Funds Must Be In U.S. Dollars

PLEASE SEND TICKETS TO: ______
COMPANY: ______
ADDRESS: ______ PHONE: ______
CITY: ______ STATE: ______ ZIP: ______

Names of Young Executives Forum Participants: ______
______

Name of Spouses Program Participants:
Fri.: ______
Sat.: ______
Sun.: ______
Mon.: ______
Signature: ______

OFFICE USE ONLY
C-Ticket # ______
Y-Ticket # ______
S1-Ticket # ______
S2-Ticket # ______
S3-Ticket # ______
CHECK # ______ AMT. ______

SCHEDULE OF EVENTS

Date/Time	Event
FRIDAY, SEPTEMBER 12	
8:30 a.m.–12:00 Noon	NPTA Committee Meetings
12:30 p.m.–4:15 p.m.	Spouses Program *(Tickets required)*
1:00 p.m.–5:00 p.m.	NPTA Board of Directors Meeting
SATURDAY, SEPTEMBER 13	
8:00 a.m.–5:00 p.m.	Registration
10:00 a.m.–5:00 p.m.	Exposition
10:00 a.m.–12:30 p.m.	Creating the Successful Environment
12:30 p.m.–1:30 p.m.	YEF Luncheon *(Tickets Required)*
12:30 p.m.–4:00 p.m.	Spouses Program *(Tickets Required)*
1:00 p.m.–4:00 p.m.	Spouses Program *(Tickets Required)*
1:30 p.m.–2:30 p.m.	YEF Members Workshop *(YEF Members only)*
3:00 p.m.–4:30 p.m.	Retail Packaging: A New Frontier for Paper Merchants?
SUNDAY, SEPTEMBER 14	
9:00 a.m.–4:00 p.m.	Registration
10:00 a.m.–11:30 a.m.	General Business Session
11:00 a.m.–4:00 p.m.	Exposition/CEO Day
11:30 a.m.–12:00 Noon	Annual Business Meeting *(NPTA Members only)*
12:00 Noon–4:00 p.m.	Spouses Program *(Tickets Required)*
2:30 p.m.–3:00 p.m.	Wine & Cheese Party *(At The Show)*

Date/Time	Event
MONDAY, SEPTEMBER 15	
8:00 a.m.–12:00 Noon	Registration
8:30 a.m.–12:00 Noon	Exposition
9:15 a.m.–11:45 a.m.	Spouses Program *(Tickets Required)*
10:00 a.m.–12:00 Noon	The World Report: A Global Look at Printing Paper
12:00 Noon–12:30 p.m.	The Paper Performers' Reception
12:30 p.m.–2:30 p.m.	Chairman's Luncheon *(Tickets Required)*
2:45 p.m.–4:30 p.m.	The Party Store Concept
7:00 p.m.–8:15 p.m.	Boston Paper Trade Reception
8:15 p.m.–11:00 p.m.	Boston Paper Trade 100th Anniversary Dinner *(Tickets Required)*
TUESDAY, SEPTEMBER 16	
9:00 a.m.–11:00 a.m.	The Customer Signs Your Paycheck
9:00 a.m.–11:00 a.m.	How to Keep the Company Pond Stocked with the Right People

Notes

Friday, September 12

12:30 p.m. ____ Spouses Program

SATURDAY SEPTEMBER 13

7 a.m. ____

8 a.m. ____ Registration

9 a.m. ____

10 a.m. ____ Exposition
Creating the Successful Environment

11 a.m. ____

12 Noon ____

12:30 p.m. ____ YEF Luncheon
Spouses Program

1:00 p.m. ____ Spouses Program

1:30 p.m. ____ YEF Members Workshop

3 p.m. ____ Retail Packaging

4 p.m. ____

5 p.m. ____

6 p.m. ____

7 p.m. ____

8 p.m. ____

Notes

SUNDAY
SEPTEMBER 14

7 a.m.	
8 a.m.	
9 a.m.	Registration
10 a.m.	General Business Session
11 a.m.	Exposition/CEO Day
11:30 a.m.	NPTA Annual Business Meeting
12 Noon	Spouses' Program
1 p.m.	
2 p.m.	
2:30 p.m.	Wine & Cheese Party
4 p.m.	
5 p.m.	
6 p.m.	
7 p.m.	
8 p.m.	

Notes

MONDAY
SEPTEMBER 15

7 a.m.	
8 a.m.	Registration
8:30 a.m.	Exposition
9 a.m.	
9:15 a.m.	Spouses' Program
10 a.m.	The Word [illegible]
11 a.m.	
12 Noon	Paper Distributors' Reception
12:30 p.m.	Chairman's Luncheon
1 p.m.	
2 p.m.	
2:45 p.m.	[illegible] Concert
4 p.m.	
5 p.m.	
6 p.m.	
7 p.m.	Boston Paper Trade Reception
8:15 p.m.	Boston Paper Trade Dinner

Notes

TUESDAY
SEPTEMBER 16

7 a.m.	
8 a.m.	
9 a.m.	If Customer Signs Your Paycheck, How to Keep the Right People
10 a.m.	
11 a.m.	
12 Noon	

NPTA Official Registration Hours
(In the Sheraton Boston Hotel)

Saturday, September 13: 8 am–5 pm
Sunday, September 14: 9 am–4 pm
Monday, September 15: 8 am–12 Noon

Paper/Plastics & Allied Products
Exposition Hours
(In the Sheraton Boston Hotel)

Saturday, September 13: 10 am–5 pm
Sunday, September 14: 11am–4 pm
Monday, September 15: 8:30 am–12 Noon

NPTA Official Convention Hotels
Sheraton Boston Hotel
617-236-2000

Boston Marriott Copley Place
617-236-5800

The Westin Hotel Copley Place
617-262-9600

The Copley Plaza Hotel
617-267-5300

Reserve
October 16, 1986 in New York, NY
for

D. Bruce Merrifield's

Productive Opportunities for Paper Merchants

- Company CEO's
- Financial/Marketing/Sales Managers

For you, a program to help you dramatically increase the profitability and managerial quality of your firm.

In one day, D. Bruce Merrifield, noted expert and consultant in marketing, operations management and compensation will provide you with the opportunity to productively:

- improve your return on investment and the cash flow of your business
- gain better marketing implementation results
- improve customer service levels
- increase personnel motivation
- emphasize profitability customer relationships

Basic Objective Underlying the Seminar

The specific applications and techniques that are covered in this seminar will help the paper distributor to free-up extra time to think and plan. This seminar will help him improve cash flow to finance any significant re-directions or growth the company would like to take. By increasing the discipline of the organization and improving the confidence of the management team, further growth opportunities will be assured.

Other Merchants Give Productive Opportunities Seminar High Marks

"Bruce has the background, expertise and ability to explain vital, complex techniques that will greatly increase our productivity and profitability in the years ahead."

—John Rountree,
President,
Carr Paper Co.

"He provides concepts that can enable the small "mom-pop" type of operation to be competitive in today's high corporate economy."

—Clifford Barnett,
Vice President Sales and Purchasing
Sidco Paper Company

"Bruce's knowledge of finances as they relate to the paper merchant is excellent! Obviously, his years in a variety of distribution functions has proven beneficial. I can now better analyze formulas given to determine the extent of profitable/non-profitable operations."

—Greg Drolet,
Business Unit Manager,
Zellerbach Paper Co.

"Merrifield provided me with tremendous tools to minimize non-productive investments and to maximize my firm's profitability."

—Alan Bernstein,
Inventory Manager,
Zellerbach Paper Co.

"This outstanding, concise presentation has identified an effective method for implementing a small order policy, provided a unique perspective for re-thinking inventory objectives and has identified a highly effective commission policy. Implementing Merrifield's ideas will have a long-term positive effect on our company's performance."

—Steve Fricke,
President,
Taverner & Fricke

The seminar deals with specific applications and their direct benefit to a paper merchant.

1. By minimizing two types of inventory cash-traps, the merchant will be able to permanently reduce total investment in inventory by 20%-30% without reducing service levels.
2. By minimizing four out of five types of past-due receivables, the merchant can reduce his total investment in receivables by 10%-15% and still not drive away customers.
3. By controlling three out of four types of money-losing small orders, lower operating expenses can be achieved.
4. By creating a "zero error program," total operating expenses can be lowered significantly, customer goodwill will rise due to better service performance and employee morale will benefit because of a "winning team" atmosphere.
5. By improving purchasing and sales negotiation abilities, the merchant will be able to improve his return on investment for an unchanged base of business. This will enable him to buy more effectively from the same suppliers and sell more effectively to the same customers.
6. By compensating key "tiger" employees, the merchant will be able to get 200% output from these employees for only 130% of the going cost —a 70% increase in productivity results.
7. The development of a "10X10" selling strategy can increase profits most quickly. Additional gross profit that goes directly to the bottom line can be generated. Target business, which is the easiest, fastest and most profitable to get, will be identified.
8. By pin-pointing three account penetration tactics, the merchant will be capable of maximizing new more profitable volume in the shortest time at the lowest cost.
9. By understanding the product promotion pipelines, the merchant will be able to identify and focus on only the most promising promotional ideas and systematically better package these promotional ideas to get guaranteed new profits.

Registration Information

Date	Location	Time
October 16, 1986	New York, NY	9:00 am–5:00 pm

Fee	Member	Non-Member
First Participant	$225.	$275.
Second Participant, same Company	$185.	$225.
Third Participant, same Company	$125.	$150.

Registration Card

Education and Training Department
National Paper Trade Association, inc., 111 Great Neck Road, Great Neck, N.Y. 11021
516-829-3070

☐ **Yes,** I want to increase the profitability and managerial quality of our operations. Register me for the seminar **Productive Opportunities For Paper Merchants.**

☐ October 16, 1986

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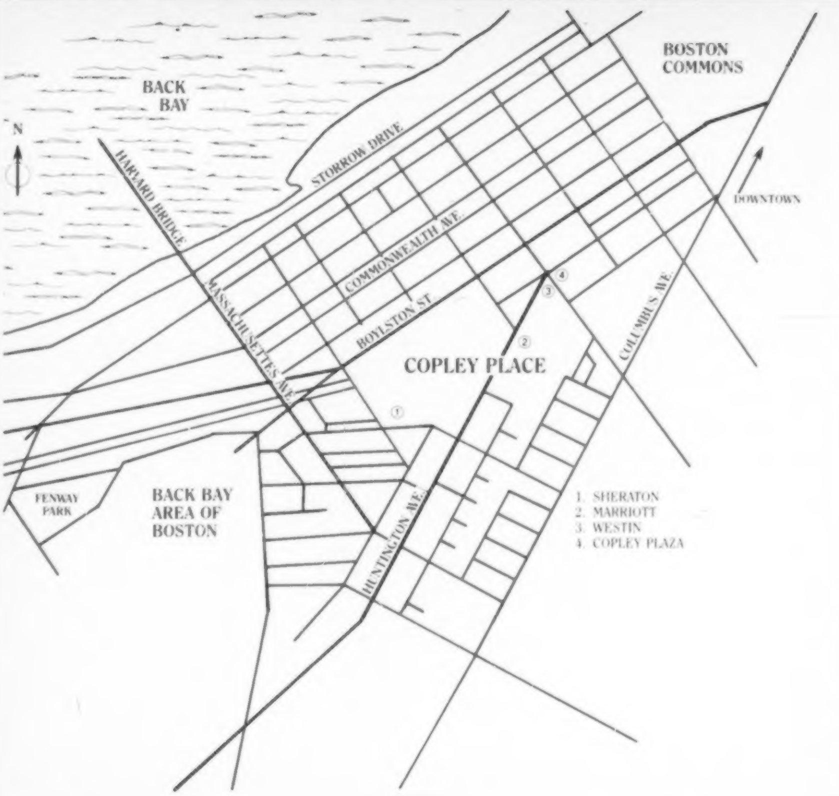
3rd person Co. City/State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NPTA Official Registration Hours

In the Sheraton Boston Hotel

Saturday, September 13: 8:00 a.m.–5:00 p.m.
Sunday, September 14: 9:00 a.m.–4:00 p.m.
Monday, September 15: 8:00 a.m.–12:00 Noon

Paper/Plastics & Allied Products Exposition Hours

In the Sheraton Boston Hotel

FIFTIETH • ANNIVERSARY

Saturday, September 13: 10:00 a.m.–5:00 p.m.
Sunday, September 14: 11:00 a.m.–4:00 p.m.
Monday, September 15: 8:30 a.m.–12:00 Noon

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A Question for Your Sales People—How's Your Empathy?

Good customer relations: an indispensable part of any successful company. Every organization is dependent on satisfied customers. Customer satisfaction, in turn, cannot be maintained without the skillful handling of customer complaints.

The proper handling of customer complaints can keep a customer from going to a competitor and in many cases can lead to additional business. While there is by no means total agreement on what is the best way to handle these complaints, expressing *empathy* appears to be an important element of the complaint handling procedure.

The skill of responding empathetically means that the salesperson must communicate an accurate understanding of the situation as presented by the customer. An empathetic response conveys an appreciation for the content and the feeling of the message. By responding to the content, the salesperson communicates his or her understanding of the customer's experience to show that he really knows what the customer is saying.

A good response involves restating the customer's problem in *your own words,* i.e. "So, you're saying..." or "In other words..." The response should be as brief as possible to ensure that the customer can clearly read that you understand what he or she is saying. A good response to content rephrases the customer's expression in a different way and does not simply "parrot" back the customer's own words.

As an example, if a customer said, "I am angry with you and your company because of late deliveries," parroting would not be effective. On the other hand, if the salesperson said, "I know how you feel; I can appreciate the fact that late deliveries can cause you lots of problems."

An addition to responding to the content of the customer's problem, empathy requires a show of understanding for a customer's *experience* by responding to his or her feelings.

Having empathy for one's customers is a vital part of the process of identifying and satisfying customer needs.

Learn to identify when a customer is listening and not listening. Carefully analyze the customer's words.

To assist the salesperson in understanding the customer, he or she can start by asking themselves: "If I were the customer and I were doing and saying these things, how would I feel?" In answering this, the salesperson can first identify the general feeling category (happy, angry, frustrated, pleased, confused) and the intensity of that feeling (high, medium or low). The salesperson then selects a feeling and a phrase that fits the type of feeling and its level of intensity.

Finally, the salesperson communicates to the customer his or her understanding of the customer's feelings. The salesperson should come up with an expression or response that conveys to the customer his or her sensitivity to the customer's emotions. This will let the customer know that the salesperson truly understands his or her feelings.

Dr. C.W. Von Bergen, president of Von Bergen & Associates, a Texas-based consulting firm has put together a useful exercise. For each of the items below, indicate whether or not the salesperson's response to the customer's statement is empathetic. If you feel the salesperson's response is empathetic, place an "X" in the space provided for that item; if you feel the salesperson's response is not empathetic, put an "X" in the other space and write a more appropriate response.

Having empathy for one's customers is a vital part of the process of identifying and satisfying customer needs. Of course, this is important to any successful sales effort. Although it is not an easy skill to develop, sales people tend to become defensive because of a desire to defend the organization, and in many cases, their own actions.

Additionally, the sales person may really believe that the customer is in the wrong and he may want to correct or show the customer where his or her reasoning is faulty. For these reasons, responding emphathetically takes practice and self-discipline. But the advantages of responding with empathy to the customer far outweigh the self-satisfaction the salesperson and/or the organization may receive from correcting the customer.

Test Your Level of Empathy

1. CUSTOMER: That display you set up for me has got to be the most inept sales promotion I've ever seen.

SALESPERSON: It's a standard display that we use in all our promotions. What do you want me to do about it?

Empathetic ______ Not Empathetic ______

2. CUSTOMER: Your people made a mistake on the last invoice you wrote and now you made another one, this time for $2500. Why can't you folks ever get things straight?

SALESPERSON: It's frustrating when you receive invoices that are incorrect. Let's see what we can do about the problem.

Empathetic ______ Not Empathetic ______

3. CUSTOMER: Why is it I always get a low service priority from you? I don't think it's fair for you to make me wait while you service another account.

SALESPERSON: It's our policy to service our accounts in the order in which they are received.

Empathetic ______ Not Empathetic ______

4. CUSTOMER: The quality of the products you've been sending us has dropped considerably over the last several months, and this last shipment just proves my point.

SALESPERSON: It makes you angry to receive products from us that are not up to your standards. It makes me angry, too. Tell me more about it.

Empathetic ______ Not Empathetic ______

PAPER DISTRIBUTION MANAGEMENT DEVELOPMENT PROGRAM

The next time paper distribution industry middle managers will meet at Miami University in Oxford, OH to participate in the NPTA Management Development Program will be November 10–15, 1986. It is the only such program in the industry and has been crafted by the NPTA working with the University's professors.

The program spans two weeks—each week separated by six months. All of the important issues in distribution management are explored in detail. Managers at all levels have benefited from the program, but it is especially important to branch managers.

For more information, request to view the 15 minute 1/2" VHS video tape on the program. It may be viewed for a week at no charge. Call Bruce Linden at NPTA headquarters: 516–829–3070.

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Warehouse Versus Direct Business– Big Financial Differences

COMBINED STORAGE, HANDLING AND DELIVERY EXPENSES AS % GROSS PROFIT

Printing Paper	
Over 65% Direct Sales	75% + Whse. & Indirect
41.75%	31.21%
Industrial Paper	
Under 75% Whse. & Indirect	90% Whse. & Indirect
32.27%	25.96%

The percentage of warehouse or direct business a company has is dependent upon many things; i.e., style of doing business, service level, proximity to the mills and customer base. Sometimes the merchant cannot control the warehouse/direct mix, but determine how profitable each piece is for your company.

Some paper distributors have a much greater amount of direct sales (orders shipped directly from the paper mill to the merchant's customer—not filled from the merchant's inventory) than others. Just what are the financial implications of this and how does this merchant differ from the house concentrating primarily on warehouse sales? Financial measures from the 1986 NPTA/MFI PAR Survey (Performance Analysis Report) provide some interesting insights (see tables 1 and 2).

At first glance, one would think that merchants with a high share of direct sales would have lower operating expenses related to storage, handling and delivery. Therefore, with less operating expenses, they should have better profit margins, right? Look again—this is not the case.

The big reason why companies with more direct sales do not generate better profitability measures is that warehouse gross margins are a lot higher than direct gross margins. During 1985, printing paper merchants had warehouse gross margins of 22.7% on average, versus 6.6% direct. For industrial houses, the figures were 23.7% warehouse, 13.5% direct.

Also, a merchant that for the most part deals in direct sales still has to maintain a warehouse and incur operating costs to keep it running. After all, the firm may still have 20–40% of its total revenues dependent upon warehouse sales. There are typically more gross margin dollars generated by warehouse orders than direct ones. For direct orders, the incremental profits per dollar of sales are smaller. Ideally, what the merchant would like to do is cover all his warehouse expenses with warehouse orders. Then, profits on direct sales become "icing on the cake," above and beyond profits needed to cover operating costs. But this is the exception rather than the rule.

The following is an example of how operating costs are *not* lower for merchants with a higher share of direct sales; from the 1986 PAR results:

As one can see from tables 1 and 2, there are big differences in financial measures according to sales emphasis. The typical sales increase for printing paper merchants with a high degree of direct sales was almost one-fourth the gain of houses concentrating mostly on warehouse sales. Pre-tax profits divided by sales for these companies were about one-third as good, ROTA was one-half as good, and the days sales in accounts receivable were nearly five days higher. Operating expenses relative to gross margins were actually higher.

In general, there were less direct sales in the industry last year, accounting for the large difference in sales gains by direct/warehouse-related business. As for receivables, direct sales customers tend to be slower payers, plus the fact that big carload orders of high dollar value will have a greater effect on the PAR measures calculated. Net sales and gross profits per employee will be higher for a merchant more involved in direct business since there are less employees by which to divide sales and profits.

In general, there were less direct sales in the industry last year . . . profits per dollar of sales were smaller.

So, although one would think at first that merchants specializing more in direct business would be more profitable, look again. There are very rational reasons why this is not so, and it is interesting to look at the numbers that bear this out. *What's your sales mix and how do you compare?*

TABLE 1

PRINTING PAPER MERCHANTS PERFORMANCE BY DEGREE OF CONCENTRATION IN DIRECT VS. WAREHOUSE SALES

(SALES PATH EMPHASIS)

	SALES PATH	
MEASURE	OVER 65% DIRECT SALES	75% OR MORE WAREHOUSE & INDIRECT SALES
PERCENT SALES CHANGE OVER PRIOR YEAR	3.50%	13.29%
NET PROFIT BEFORE TAX AS % NET SALES	1.25%	3.88%
NET PROFIT BEFORE TAX AS % TOTAL ASSETS (ROTA)	5.91%	12.39%
OPER. EXPENSES AS % GROSS MARGIN	85.40%	83.11%
GROSS MARGIN PER EMPLOYEE	$77,450	$54,520
DAYS SALES IN ACCTS. RECEIVABLE	48.0	43.1

SOURCE: *1986 Par Survey; Composite Mean Figures*

TABLE 2

INDUSTRIAL PAPER MERCHANTS PERFORMANCE BY DEGREE OF CONCENTRATION IN DIRECT VS. WAREHOUSE SALES

(SALES PATH EMPHASIS)

	SALES PATH	
MEASURE	UNDER 75% WAREHOUSE & INDIRECT SALES	90% OR MORE WAREHOUSE & INDIRECT SALES
PERCENT SALES CHANGE OVER PRIOR YEAR	4.71%	6.04%
NET PROFIT BEFORE TAX AS % NET SALES	1.23%	2.60%
NET PROFIT BEFORE TAX AS % TOTAL ASSETS (ROTA)	4.98%	10.79%
OPER. EXPENSES AS % GROSS MARGIN	98.75%	91.21%
GROSS MARGIN PER EMPLOYEE	$49,580	$48,870
DAYS SALES IN ACCTS. RECEIVABLE	41.8	34.4

SOURCE: *1986 Par Survey; Composite Mean Figures*

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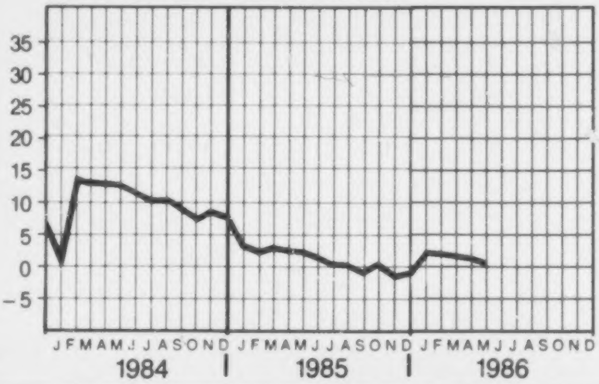
SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

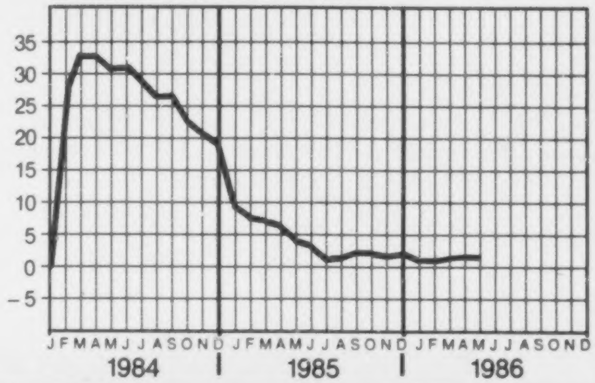
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



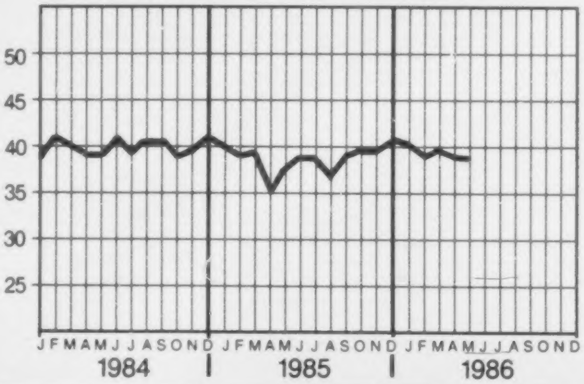
PRINTING PAPER SALES NATIONALLY



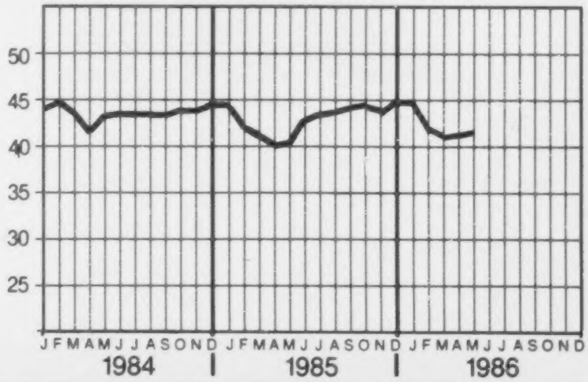
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



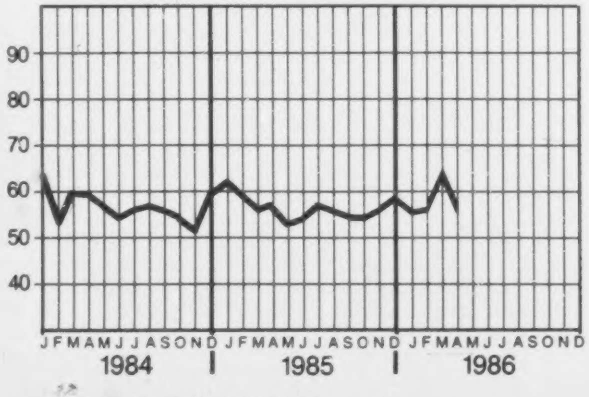
PRINTING PAPER RECEIVABLES NATIONALLY



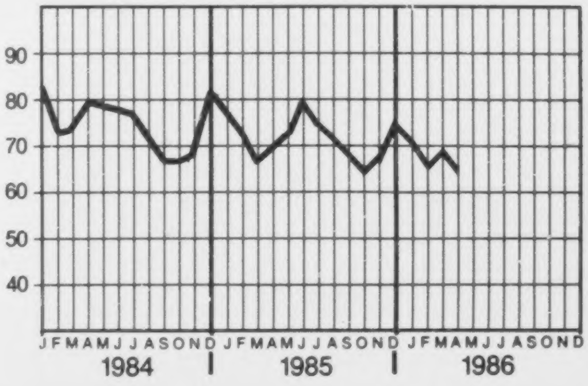
INVENTORY INFORMATION

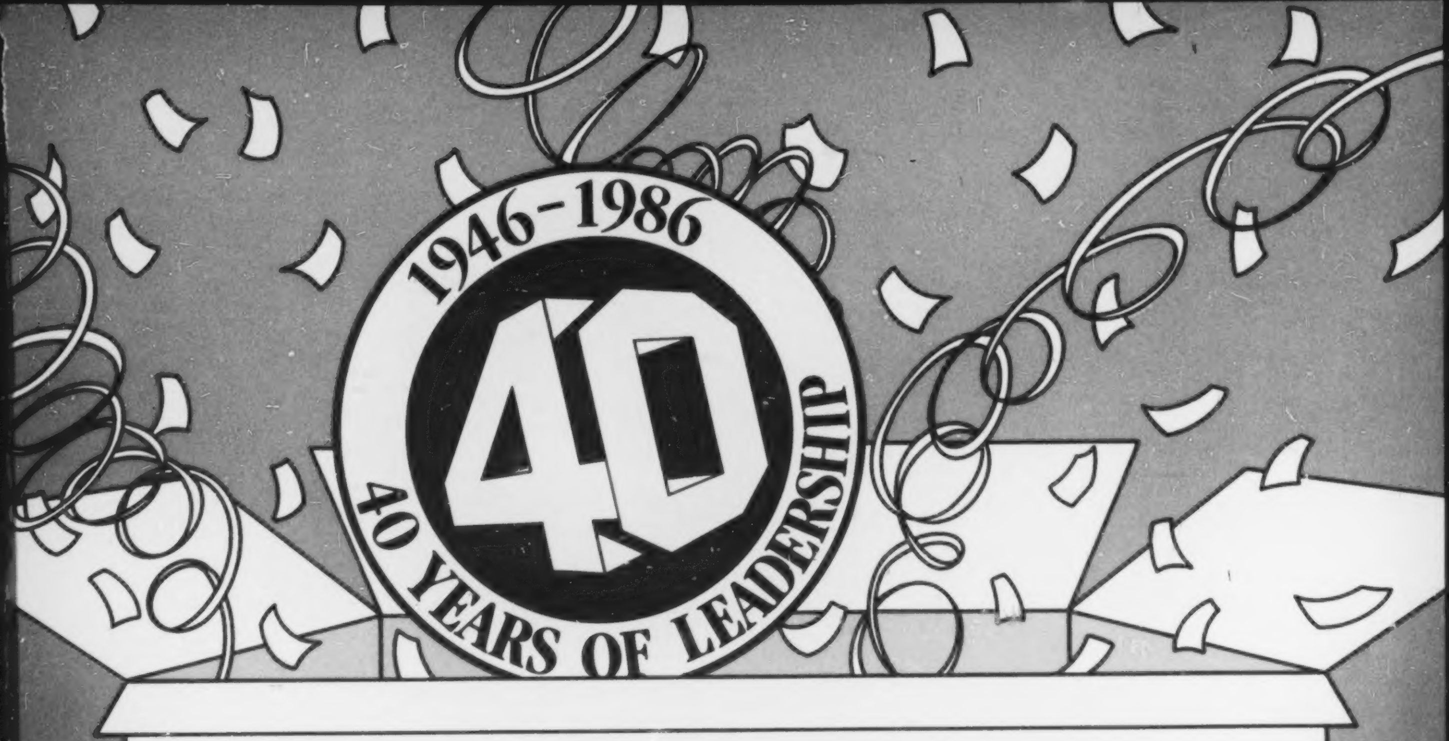
CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY





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Barney Thacker

R. J.

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SEPTEMBER 1986

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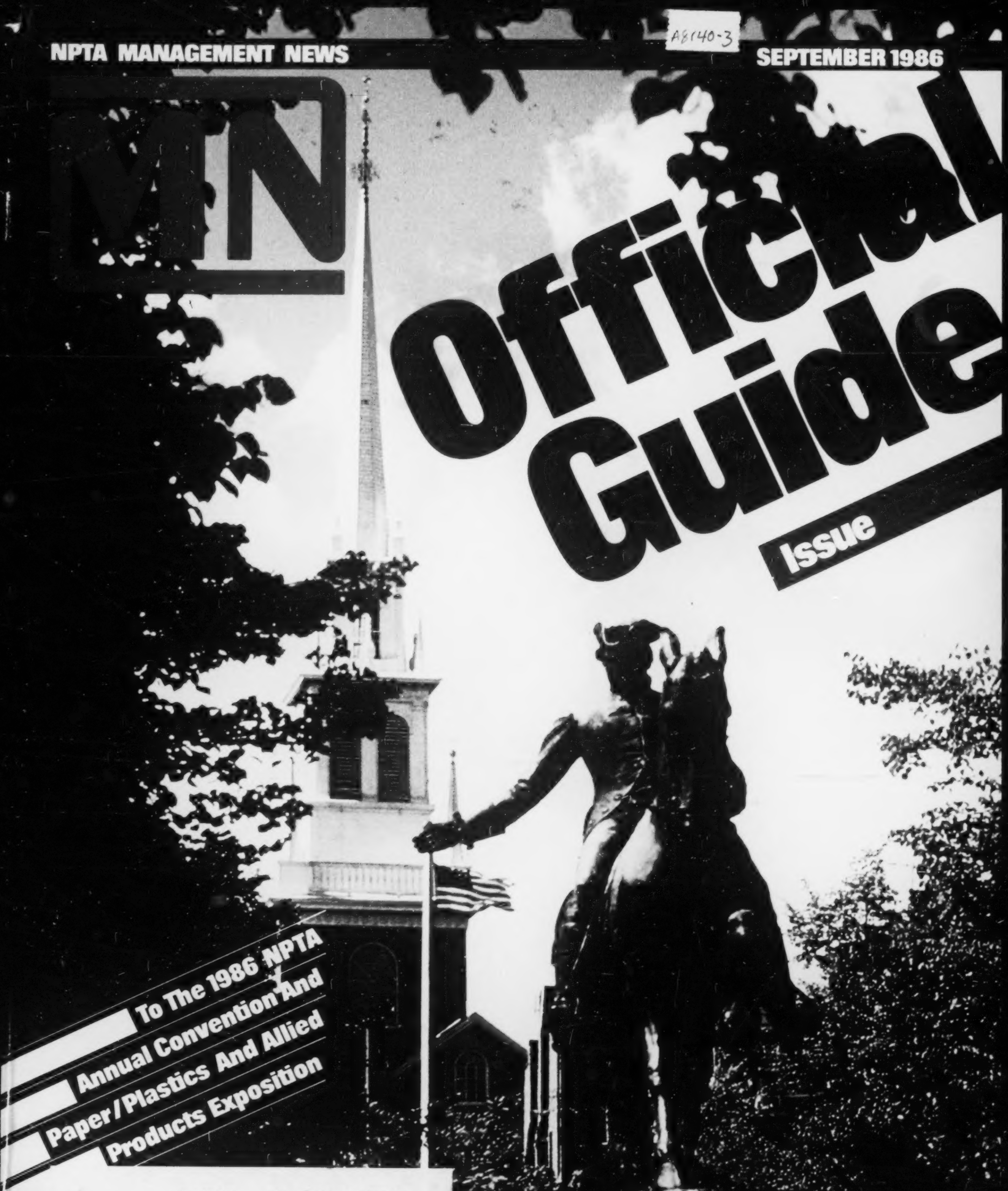

Official Guide Issue

To The 1986 NPTA Annual Convention And Paper/Plastics And Allied Products Exposition

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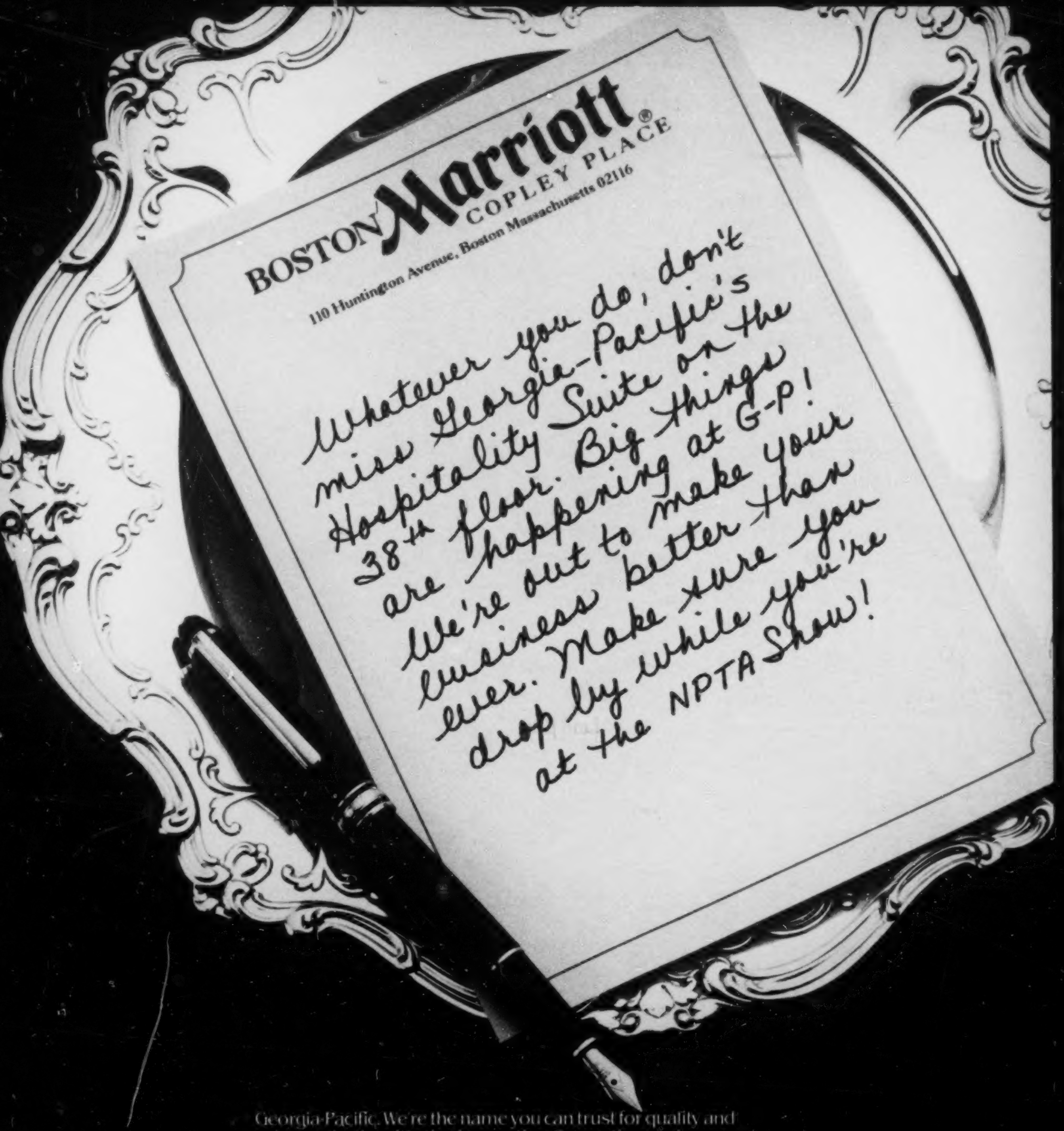

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By Gordon Graham
What do you do with all those dogs up there on the shelf? How did they get there in the first place? Gordon Graham has a method that will rectify the problem. This is Part 1 of a three-part series.

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There is only one "Official Guide" and *MN* has it! Contained here are all of the important pieces of information about the Convention, the Show, the suppliers and special events.

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The 1986 Annual Convention program of the National Paper Trade Association will help merchants and their suppliers become "The Paper Performers" of tomorrow.

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Spouses will be treated to Boston Old & New during the 1986 Convention.

86 **1986 NPTA Convention News**
A special news section for those attending the 1986 Convention—a chance to learn more about industry events and Convention happenings.

104 **What's Bigger Than a Football Field and 50 Years Old?**
By John J. Buckley, Jr.
The Paper/Plastics & Allied Products Exposition has its 50th Anniversary this year . . . And proudly reports that the 1986 event is its largest in history.

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GOOD PLANNING—THE KEY TO A SUCCESSFUL SALES CAMPAIGN

Everyone plans. But sales campaigns require special attention to details to which managers and sales people should pay close attention.

Planning sales campaigns, reports *The Sales and Marketing Executive Report,* is more important to success than the knowledge and resources that sales people possess. That is a powerful statement. Planning, they contend, *allows* the talents and skills that sales people do have to be fully utilized.

The first piece of planning a good campaign requires is an analysis of sales people's time management. Most people waste from 30 minutes to two hours per day. "Waste" is defined as non-productive activities that do not contribute to meeting sales goals.

Through the good use of time, a sales campaign can capture lost or non-productive time and put it to good use. The campaign itself allows the salesperson to "master his future."

Here are four steps to a good sales campaign that may be worth investigating:

1. Forecast. By carefully analyzing past experiences, projections for the future can be made. Both internal and external forces that will impact performance should be considered.
2. Set objectives. What you wish to accomplish in a certain time period should be decided. Those objectives are the desired end results and should be "specific, measurable and attainable."
3. Map out specific actions. Specific actions and their sequence must be mapped out—the actions necessary to achieve the objectives.
4. Plan resources. Resources will be needed to implement the actions leading to the objectives. Estimate what will be required. Resources can include money, manhours, supplies, programs, etc.

STRATHMORE HOSTS MERCHANT SPECIALISTS

Another seminar was conducted by Strathmore Paper Company for merchant promotion specialists. It was held in June at the Strathmore Lodge in Russell, MA. Discussions focused on all aspects of merchant promotion, including sampling, labeling, how to use paper industry tools, methods of presenting paper and servicing the creative community.

Over 600 merchant promotion specialists have completed the workshop which has been given twice a year since 1966. "We cover the subjects ourselves in an in-depth manner, supplemented by substantial discussions within the group," says Murray Grant, Strathmore's manager of advertising and sales promotion. "Long years of experience," he continues, "coupled with the fact that we do not bring in unnecessary outside speakers, makes Strathmore's sales promotion seminars the best in the country."

WWF EXPANDS COLUMBIA FACILITY

In an effort to increase its service to its customers, the WWF Paper Corp. has relocated and expanded its Columbia, MD facility. The new Wilcox Walter Furlong warehouse covers 75,000 square feet of space which represents a greatly increased storage area.

In addition to storing paper products, the facility will house the company's precision sheeter that has a capacity of producing 10,000 tons of sheeted product per year.

Joe Dunton, Jr. has joined the operation as vice president-sales. The new address is 8750 Larkin Road, Savage, MD 20763.

MEAD ENTERS JAPANESE VENTURE

The largest retailer in Japan, Seibu Saison, has joined Mead Corp. in a venture that should triple Mead's shipments of paperboard to Japan and provide $100 million in annual sales by the end of the decade.

Seibu Saison owns department stores, hotels, restaurants, real estate and finance operations. They will market and distribute Mead paperboard exclusively for retail and food packaging, the company reported. Mead Corp. had 1985 sales of $2.7 billion and Seibu posted sales of $15 billion for the period.

SOUTHERN PAPER TRADE ELECTS OFFICERS

Clifford G. McGehee, president of Camelot Distributing Company of Atlanta, GA, was elected board chairman, and Samuel C. Polk, vice president and general manager of Coleman Paper Company, Vidalia, GA, was elected president of the Southern Paper Trade Association (SPTA).

SPTA was founded in 1923 as an organization of wholesale paper, plastic and allied product distributors located in eight southern states. Member firms service health care institutions, food service establishments, industrial and retail markets and printers.

In a related election, Richard E. Nelson, southeast regional sales manager, National

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NADCO was founded in recognition of new forces impacting the growth of independent distributors, both large and small. Institutional grocers were edging into foodservice packaging. Market segments such as health care and hospitality were entering a consolidation phase. Purchasing by retail chains and supermarkets was becoming more centralized and increasingly sophisticated. Packaging technology was advancing rapidly. Computers were emerging as essential management tools.

These and other more recent trends and developments demanded managerial response of the highest order.

EIGHTIES... NADCO was reorganized in 1982 to help its members better meet these challenges. NADCO's central purpose today is to assist members in managing their businesses profitably. Its core idea is that this objective can be best achieved by bringing together a compatible group of senior executives of member companies to exchange ideas concerning the management of large, fast growing distribution enterprises.

We count among our members some of the largest and best known paper merchants in our industry.

In addition to the exchange of intelligence, NADCO creates and coordinates member purchasing programs with a broad range of manufacturing sources. NADCO's headquarters staff also works closely with members to identify target user accounts and develop marketing programs and initiatives to secure these new accounts for the group.

LIMITED MEMBERSHIP... To maximize opportunities for individual participation and dialogue, NADCO must limit the number of members. If you are interested in joining such a group, we invite your inquiry. Please contact us at our headquarters listed below or at our suite at the Westin Copley Hotel during the NPTA Convention and Exposition.

Jerome F. Rose
Chairman
National Alliance Distributing Company

NATIONAL ALLIANCE DISTRIBUTING COMPANY
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Checking Company, Rosewell, GA, has been elected president of The Southerners, Inc. This group is a non-profit organization of suppliers to the paper trade and was founded in 1945. The Southerners is an association of manufacturers, converters and independent sales reps who work closely with the members of SPTA.

Smiling Presidents: On the left, Richard E. Nelson, National Checking Company, elected president of The Southerners, Inc., and Samuel C. Polk, Coleman Paper Company, elected president of the Southern Paper Trade Association.

PEOPLE IN THE NEWS

Harry Peterson of Wilcox Paper Company of Minneapolis, MN has retired after 30 years with the company.

Leon Kaplan has been promoted to vice president of Kaplan Paper Company. **Arvid Hansen** has been named general manager, **Dwaine Weiss** has become director of purchasing and **Robb Granger** has joined the company as operations manager.

James R. Adelsberger has been named vice president—management information systems for WWF Paper Corp. in Bala Cynwyd, PA. **Tom Leone** has been appointed operations manager for the company's Miami branch and **Alan G. Kaplan** has become general manager of their Major Paper Converters operation there. **James T. Kelly** has retired from WWF's Royal Paper Corp. in New York City.

Anthony Baia, manager of graphic arts marketing for Unijax, Inc. in Jacksonville, FL has been elected as president of the Graphic Arts Equipment and Supply Dealers Association—a special industry group of PIA.

Timothy J. Laws has been appointed corporate operations coordinator at Inlander-Steindler Paper Company, Elk Grove Village, IL.

Michael Veehoff has been named sales promotion manager-specifications for Wilcox Paper Company, Minneapolis, MN.

Robert R. Severud has been named vice president of the Book Publishing Paper Sales Division of Lindenmeyr Paper Corp. He was formerly a VP with R. R.

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PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Mo.
1	The Practical Handbook of Warehousing. *Ackerman.* $40.	3
2	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	1
3	Implementing Successful Paper Marketing Programs. Video Tape and Guide. *NPTA.* $65.	2
4	Practical Handbook of Distribution/Customer Service. *Blanding.* $40.	5
5	Wholesaler Inventory Control. *VanDeMark.* $25.	—
6	Strategic Planning: A Fitness Program for Wholesaler-Distributors. *Andersen.* $35.	7
7	Increasing Profits Through Better Marketing. *Healy.* $35.	4
8	Introduction to Wholesale Distribution. *Danenburg/Moncrief/Taylor.* $35.	9
9	Automated Inventory Management for the Distributor. *Graham.* $35.	6
10	Branching and Market Coverage: Growth Strategies for Wholesaler-Distributors. *Healy & Mathews.* $35.	10

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

EVENTS

SEPTEMBER

13–16. *NPTA Annual Convention and Paper/Plastics & Allied Products Exposition. Sheraton Boston Hotel, Boston, MA. Contact NPTA.*

OCTOBER

16. *Productive Opportunities for Paper Merchants. New York, NY. Contact NPTA.*

27–31. *Printech Week. Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

NOVEMBER

3–4. *The Second International Unbleached Kraft Conference, Waldorf-Astoria Hotel in New York, NY. Contact* Pulp & Paper *magazine. 212-683-9294.*

10–15. *Paper Distribution Management Development Program. Miami University, Oxford, OH. Contact NPTA.*

16–23. *New York Paper Merchants Association's 1986 Seven Day Seminar & Cruise on board the Carnival Cruise Lines Superliner "Festivale." Contact NYPMA. 212-867-9660*

18–19. *Industrial Sanitary Supply Symposium—"Sanitary Supply: The Role of the Industrial Paper Merchant." Atlanta, GA. Contact NPTA.*

Donnelley.

Lewis S. Reische has been elected president of Bulkley Dunton, New York, and **George J. Doehner** was named executive vice president. Reische started with the company in 1959 and Doehner in 1969. The company is part of the Carter Rice Group.

Jim Rivett, artist/designer at the Freeman Paper Company, won the fifth annual competition to create a logo for the Artstreet festival. His design will appear on billboards, posters, T-shirts, flyers and shopping bags all summer in the Wisconsin area. **Karl Tribelhorn** has been named the Arizona sales representative for the Freeman Paper Company. Founded in 1928, the company is a national supplier of place mats, napkins, table covers and tray covers to the food service industry.

Herman Prell, former president of Patterson Card & Paper Company, Patterson, NJ, passed away.

Carl D. Johannesen is the newly appointed general manager of Mead Merchants' Pittsburgh branch.

Udo Behm is now operations manager of Butler Paper Company's Denver division. He came to Butler in 1973 as division credit manager in Minneapolis, then moved to the Denver headquarters in 1977 as manager of treasury services. **Mark A. Bechel** replaces Mr. Behm as manager of treasury services in Denver. Since 1980 he was manager of insurance and credits for Nekoosa Papers Inc., Butler Paper's sister company.

Eric D. Weiss joins Elaine/Paper Enterprises, Bronx, NY, as vice president of the Foodservice Equipment Division, while **Seymour Weiss** is the new director of purchasing for the division.

Joseph E. Labenz is now executive vice president of Garrett-Buchanan Company, a distributor for the printing and graphic arts industry in the middle Atlantic region. He replaces former president Raymond J. Bonina and will assume complete responsibility for all operations. The Philadelphia division of the company has two additional new appointees: **John A. Matthews**, sales manager in charge of training and supervision, and **Joseph T. Levins**, manager of marketing and sales.

James F. Akers has been appointed executive vice president of The Crystal

Tissue Company.

Michael J. Gabriz has been appointed director of sales for Handy Wacks.

Ted L. Robinson has been appointed vice president of sales for Champion International.

Gary M. Riley is the newly appointed director of planning at Appleton Papers, Inc., Appleton, WI, a member of the BATUS Group.

J. Roger Eatherton is now vice president of manufacturing for the Fonda Group, Inc., national manufacturer and supplier of disposable paper products.

T. Marshall Hahn, of Georgia-Pacific Corp., was named CEO of the Year for forest products and the lumber industry, *The Wall Street Transcript* announced.

The award was made for Hahn's "strategic moves in emphasizing paper and distribution, and for his value-added approach to marketing a cyclical commodity," the *Transcript* said. In making its selection, the weekly newspaper interviewed industry executives, financial analysts, trade journalists and others who rated the extent to which CEO's enhanced "the overall value of the enterprise for the benefit of stockholders"

Larry Williams was appointed marketing manager for packaging products of the L & C P Corporation, Newton, MA. He will be responsible for the marketing and sales of Cold Seal, VCI and Medical packaging products.

D. Eugene Nugent is now Pentair, Inc.'s chairman of the board, though he will remain its CEO. Succeeding Nugent as president is the current vice president, **S.A. (Tony) Johnson**, who will also continue as COO. **Murray J. Harpole**, Pentair's founder, will carry on his advisory role until he retires in October 1986.

Dwain Weise is Carroll Company's new regional sales director, with his territory extending from Dallas to El Paso, Amarillo, San Angelo and parts of East Texas.

Morgan O'Brien is now business manager; **Ernest S. James**, marketing manager; **Lynn R. Poore**, national sales manager; **Maura Connell**, product manager for direct customers; and **Kathren Hrychshyn-Kneer**, product manager—all for Bristols in the White Papers Group of the International Paper.

NEWS BRIEFS

CHAMPION INTERNATIONAL has reorganized into four product-line business units. Heading up its newsprint, pulp and kraft paper and board unit will be executive vice president William H. Burchfield. The timberlands and wood products unit will be headed by executive vice president B. Taggard Edwards. Mark A. Fuller, Jr., will be executive vice president of publication papers, L.C. Heist,

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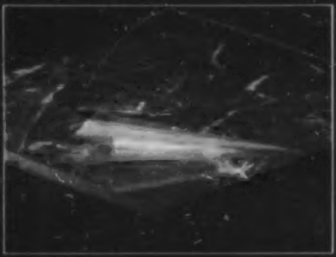

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executive vice president of printing and writing papers, and Judson Hannigan will be senior vice president of the engineering, environment unit.

JAMES RIVER CORPORATION, headquartered in Richmond, VA, has acquired Fiberplastics, producer of a wide range of foam cups and containers under the trade name of HANDI-KUP. The current president and senior executive vice president, along with approximately 700 employees, are expected to remain with the company. This transaction, as well as its recent acquisition of Canada Cup, Inc., strengthens James River's Dixie disposable food and beverage products.

AFFILIATED PAPER COMPANIES, INC., has acquired Southland Wholesale Distributors, with Mr. Jack May remaining as its general manager. While Southland's shipping address will continue to be 2810 Saint Charles, Monroe, LA, a new mailing address will expedite all communications: Southland Wholesale Distributors, P.O. Box 2265, Monroe, LA 71207. Phone 318–323–9461.

HORWITZ PAPER & PACKAGING CO., INC., Elmira, NY, has acquired the industrial packaging distribution activities of Leon Horwitz who has had over 30 years of experience in the field. He is rejoining Horwitz Paper & Packaging which was founded by his father in 1910 as Horwitz Bros. Mr. Horwitz will act as manager of the newly created packaging department, supervising the sales, marketing, and promotion of industrial packaging machinery and materials. The company serves business, industry and institutions in upstate New York and northern Pennsylvania.

THE EMPIRE STATE PAPER ASSOCIATION and the **ALLIED PAPER SALES ASSOCIATION** held their annual Joint-June Conference at the Otesaga Hotel, Cooperstown, NY, on June 6th and 7th, 1986. Personnel investment strategies and stress in the workplace were two topics featured at the conference.

Also, Elliott Spiegel was installed as president of Spiegel Brothers Paper Co., and Bill Savicki was installed as president of Federal Paper Board Co., both for 1986.

BANCROFT PAPER COMPANY, INC., has formed a new Regional Purchasing and Merchandising Department. W.E. "Billy" Tisdale will serve as regional merchandising manager for the Louisiana-Mississippi-Arkansas-Georgia region and will continue to operate out of Jackson, MS, while Roger Buergner will manage the Texas region from Austin, TX.

SCOTT MAKES CHANGES ABROAD

A new machine to produce tissue with strength and softness is being installed in Scott Paper Company's Duffel, Belgium mill. In addition, the company is planning a new paper-making plant in France for bathroom tissue and other related categories.

Consistent with its strategy to significantly invest abroad, Scott also announced increasing to 100% its ownership of Bowater-Scott, manufacturer and marketer of the United Kingdom's sanitary paper products. It will transfer its 50% interest in Bowater-Scott Corporation of Australia Limited to Bowater Industries, trading its licensing of trademarks and technical assistance for on-going royalty payments.

HAMMERMILL ACQUIRES PAPER SUPPLY COMPANY

The Paper Supply Company of Kansas City, MO, has agreed to its purchase by Hammermill Paper and will become part of its CDA Distributors Group. CDA is the company's division that handles industrial paper products.

Paper Supply was established in 1922 and handles industrial paper, food service disposable products and business papers. The company's 1986 sales are expected to be $15 million. Don Tranin, president,

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and Ben Trillin, executive vice president, will continue to manage the company.

CDA Distributors includes 19 locations with combined sales of $160 million.

UNION CAMP'S CEO PLANS RETIREMENT

Alexander Calder, Jr., chief executive officer of Union Camp Corporation, plans to retire at the end of the year. He will, however, continue as a member of the board of directors.

Mr. Calder was president from 1956 to 1972, and served in various other capacities during his 46 years with the company. In that period, Union Camp increased its eight production facilities in the U.S. as a manufacturer of paper and packaging to more than 100 locations throughout the world today.

In addition to paper, paperboard, and paperboard packaging, the company supplies chemicals, building products, plastic packaging, school supplies, stationery, and packaging systems. It is also involved in residential and industrial land development.

BREAKING GROUND A FAMILY AFFAIR AT I SUPPLY

On a grassy field in a suburb of Dayton, OH, the families of I Supply employees gathered to mark a very important occasion in the life of the company. The ground breaking ceremony in Fairborn marked the beginning of the construction of a 60,000-square-foot building that will combine the company's three existing operations in Springfield and Dayton into one building.

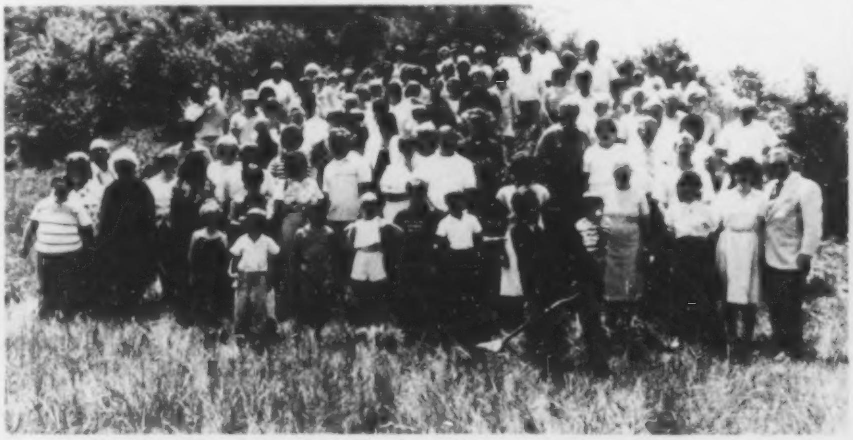
The president of I Supply, Jerry Parisi, turned the first shovel of dirt for the project. The building will be ready for occupancy in January, 1987.

FARGO PAPER EXPANDS AGAIN

A sixth distribution location in Sioux Falls has been opened by the Fargo Paper Company, President Prentiss Cole announced. It will be operated as a separate division called Cole Papers, and Sid Dvoracek, a Sioux Falls man, is the new division manager. Dvoracek has worked, since 1958, in various capacities in paper products sales in South Dakota and he is a member of the Sioux Falls Sales and Marketing Executives International. He is active in the city's chamber of commerce as well as in community affairs.

Fargo Paper Company, founded by Prentiss Cole's father Robert, offers a full-line of products including paper products, printing papers, shipping and packing materials, office supplies, school supplies, sanitary maintenance products, food service supplies and computer forms and supplies.

Cole Papers is located at 712 East 50 Street North, Sioux Falls, SD 57104.



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RAY NITSCHKE

Ray Nitschke, former Green Bay Packer Football Star, will appear in Freeman Paper Booth #203 at the National Paper Trade Association Convention in Boston, MA on September 14.

Nitschke will discuss "Freeman and Football" with all visitors to Freeman Paper Booth.

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The videotape was created by an award-winning film and video producer. It is available for all to use in 1/2 inch VHS or Beta formats and on 3/4 inch U-Matic tape. To order, write or call Mirror Productions, 335 Greenwich St., #7B, New York, NY 10013, 212-925-7760.

1985: A GOOD YEAR, BUT NOT A GREAT ONE FOR PRINTERS

Sales for the printing industry rose by 5% in 1985 and income before taxes was 3.33% of sales for the average firm, according to reports from the Printing Industries of America, Inc. (PIA), Financial Ratio Study.

The 3.33% of sales average income before taxes represents a slight decline from 1984's five-year high of 4.14%. This decline was present in all six sales volume ranges represented in the study except one: the group of firms that reported sales from $250,000 to $500,000 saw profit levels rise by over 40%—an increase from 1.52% of sales in 1984 to 3.44% of sales in 1985.

In addition, return on investment, usually regarded as the single most important gauge for measuring a firm's true performance, leveled off at 6.64%, slightly lower than 1984's showing of 7.65%.

"If 1984 can be labeled a great year for the printing industry, then 1985 was only a good one," noted Richard Seaton, director of financial and management programming for PIA.

"There are several reasons why. To begin, pockets of weak performance existed in particular market niches and micro regions," Seaton said. While all of the North American geographic regions that the study covers reported profits in 1985, only one showed an increase over 1984—Canada. This country's modest increase of 9% can be attributed to the falling U.S. dollar, commented Seaton.

In some areas of the United States profits were stagnant, while in others profits fell significantly. According to the 1985 study, profits fell by 39% in metro New York and New Jersey. In Pennsylvania, Maryland and Washington, D.C., they fell by 34%. The southeast Atlantic region had a 31% decrease and profits fell in the Plains and Mountain states by 46%, he said.

Seaton stated that firms that target their sales to particular industries such as computers, steel, plastics and petro chemicals, depend on their success to be profitable. In 1985, these industries were not particularly successful; therefore, graphic arts firms that sell to them were not either.

"In relation," he said, "lower profits were wide spread and experienced by firms in all of the major product specialties." For instance, commercial printers saw income before taxes as a percentage of sales fall to 3.12 in 1985 from 3.84 in 1984 and magazine and periodical printers saw a drop from 5.76% in 1984 to 5.39% in 1985. Profits for newspapers decreased 30%: from 4.56% in 1984 to 3.17% in 1985, he reported.

"It's important to note that with sales rising, most people would have expected profits and return on investment to follow. This didn't happen in the printing industry in 1985. Investment in total assets grew rapidly in 1985 and continued the expansion that began in 1981. This contributed to the already existing excess capacity in the printing industry and idle time ate into higher returns normally

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expected from increasing sales. This results in a lower return on each dollar of investment. Thus, companies have been left frustrated by growing sales but falling returns and forced to do a better job of internal financial management," said Seaton.

The PIA Financial Ratio Study, an annual source for financial and operating information, is a valuable resource for printers to use to set performance targets and evaluate areas that need change and those that do not. The information is also helpful to suppliers who wish to track the health and well-being of the printing industry.

To receive more information on the 1986 PIA Financial Ratio Study, contact your local PIA affiliated association or Printing Industries of America, Inc., at 1730 N. Lynn Street, Arlington, VA., 22209; 800–PIA-COMM.

INDUSTRIAL PAPER

NEW LOCATIONS FOR CUSTOMERS

According to an article in *Single Service News,* "Innovation" is the key word for today's fast food companies, reported the *Wall Street Journal*. Wendy's, for example, now operates an outlet at a Days Inn in Atlanta. Almost one-third of the 597 McDonald's units that opened last year were at alternate sites such as casinos, department stores and corporate headquarters. About one in ten new Burger King units were at unconventional locations.

The need for new markets is the motivation for such ventures. With approximately 113,000 fast food units nationwide, many of the available choice sites are taken. Initial success with ventures on military bases encouraged fast food companies to increase their investment in other locations, with profitable results. Start-up costs are usually relatively low because buildings are already in place. Sales are usually high compared to more conventional locations.

HEALTH OFFICIALS APPLAUD DISPOSABLES IN RECENT SURVEY

According to a recent article by the Single Service Institute, public health officials show a high regard for disposables. Dr. Bailius Walker, Jr., at the time of the study Director of the Environmental Protection Administration in the District of Columbia, surveyed over 2700 health officials.

Highlights of the study found:

- 99% felt disposables contributed to better sanitation
- 83% believed that sanitation would improve if disposables were required
- four out of five thought that the benefits of disposables outweighed the disadvantages
- two-thirds would increase the use of disposables
- 79% did not agree that a ban on disposables would reduce litter.

To the question: "How much do you feel paper and plastic cups and plates contribute to proper sanitation levels in food service facilities?" 74% felt that these items contribute very much to aiding in this area.

To the question: "What do you think is the most important benefit derived from the use of paper and plastic single-use products?" 46% stressed the potential for *reducing cross-infection and disease transmission*, 15% stated the prime benefit was the elimination of the need for dishwashing facilities, 9% pointed to the reduction of *human involvement* required for cleaning and sanitizing, and 14% felt single-service products provide a *"consistently high level of food sanitation."*

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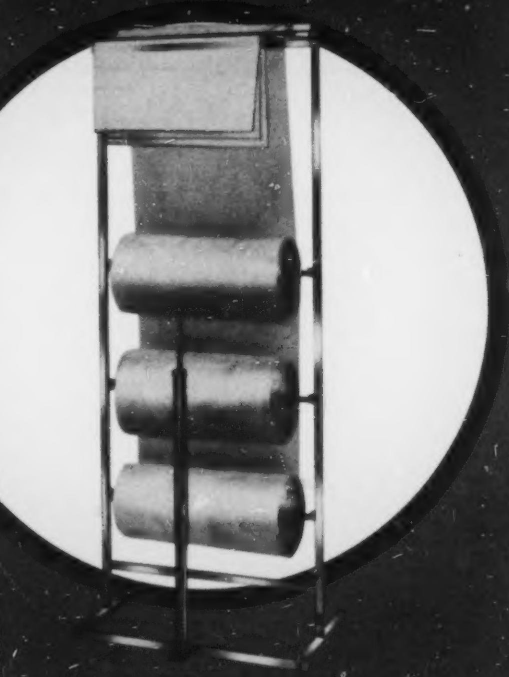

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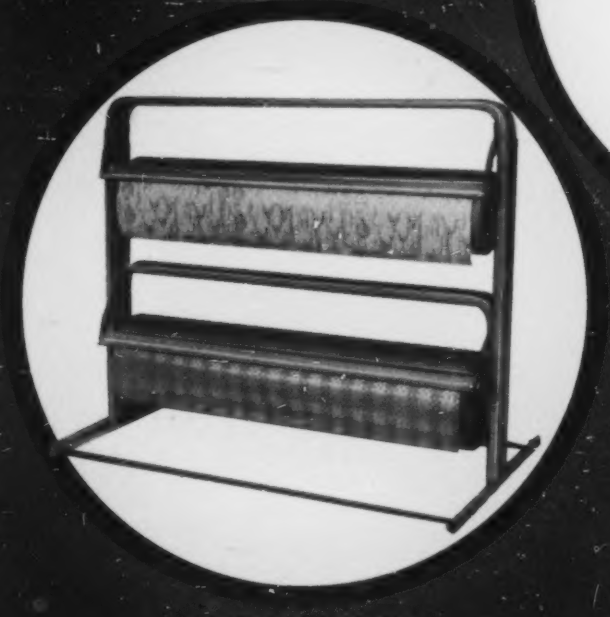

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A Training Resource for All Managers

The NPTA Education and Training Department has, over the past three years, witnessed an exciting new occurrence—a growing recognition of the importance that training plays at so many paper merchant operations. Today's paper merchant knows that traditional tried-and-tested methods of operation that might have been effective yesterday are not necessarily the keys to productive management for tomorrow.

Shifting markets, increased competition, diversified product lines and new technologies demand creative solutions to tomorrow's problems in financial planning, marketing, sales and operations management as well as human resource development.

Each month on the Management News "Dimensions in Training" page, readers have been provided with the latest trends in training, new programs and resources available, case studies and personal interviews, comments from merchants, suppliers and vendors. A useful bibliography of past articles is provided below and individual reprints are available by contacting the Education and Training Department of NPTA.

CUSTOMER RELATIONS

Achieving Excellence In Service, March 1986

EDUCATION AND TRAINING—GENERAL

Professionalism In Training—Two Views From The Top, April 1985
Does Training Work?—Responses From Five Merchants, August 1985
Gear Training Needs To Key Questions, November 1985
Mime—A Marketing Tool That Sells, January 1986
Ochsner Discusses Industry Training Needs, February 1986
Training: It Doesn't Have To Be Hit Or Miss, April 1986
A Training Retrospective, July 1986

INHOUSE TRAINING

Using Good Visuals Adds Life To Training, October 1983
Planning—The Key To Training, October 1984
Successful Training—A How To, June 1985
Bringing In A Specialist Saves Copco Paper Co. Money, July 1985
Inhouse Training: Why You Can't Afford Not To, May 1986

MANAGEMENT DEVELOPMENT

The Role Of The Sales Manager—Part I, July 1984
The Role Of The Sales Manager—Part II, August 1984
Management Development, September 1984
Paper Distribution Goes To College—NPTA's Miami University And Printech Week Programs, January 1985
First Class In Management Development Graduates, September 1985
The Manager's Role As An Effective Listener, December 1985

NPTA'S ROLE IN INDUSTRY TRAINING

NPTA—A Leader In Paper Distribution Training, September 1983
If Training Is The Question, NPTA Has The Answer, April 1984

PERSONNEL SELECTION

Picking That Optimum Person, May 1985

SALES TRAINING

How To Put $270,000 On The Bottom Line—At A Cost Of $50,000, July 1983
Kaymac Paper Co. Holds First NPTA Inhouse PSS Program, August 1983
Selling: Inside Out Part I—Increasing Sales Productivity, October 1983
Selling: Inside Out Part II—Telemarketing By Computer, December 1983
Sales Success—Managing The Selling Function, February 1984
NPTA Provides A New Inhouse Program That Will Enable Sales Force To Better Understand, Develop And Penetrate Their Accounts, June 1984
New Dimensions In Merchanting—Impact Of Telemarketing, Computerization, Video, Value-Added Selling, November 1984
In Sales: Make Em' Take Notice, March 1985

VIDEO PROGRAMMING

NPTA Enters The Video Revolution?, January 1984
The Role Of The Paper Merchant, October 1985

YOUNG EXECUTIVES FORUM—YEF

The Leadership Of Tomorrow's Industry, June 1986

MANAGEMENT PROGRAM VIDEO TAPE

The next time paper distribution industry middle managers will meet at Miami University in Oxford, OH to participate in the NPTA Management Development Program will be November 10–15, 1986. It is the only such program in the industry and has been crafted by the NPTA working with the University.

For more information, request to view the 15 minute 1/2" VHS video tape on the program. It may be viewed for a week at no charge. Call Bruce Linden at NPTA headquarters: 516–829–3070.

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1985 Sales Department Performance: Inside vs Outside Personnel

The NPTA Performance Analysis Report (PAR) tracks inside and outside sales productivity among its many important financial ratios.

A keenly watched area by paper merchants' top management is the sales department, both inside "sales service" people and outside sales reps who see customers face to face. Their performance and productivity are key to the merchant's health, and can be tracked by examining NPTA's annual PAR (Performance Analysis Report) ratios related to sales.

This article looks at trends in these people's compensation, relative to profits, and the sales and profits they generate. Statistics are presented from 1983 to 1985 and all figures are medians (50% of respondents' measures fall above and below this median figure). Merchant compensation plans differ widely, along with company style of operation. One house may feel that compensating their sales reps higher than the nationwide or regional average is worth it because they get high productivity and customer service from their employees. On the other hand, another distributor may take a look at these industry averages and decide that his above-average salary structure is not producing the desired results. These PAR statistics are therefore useful in analyzing company operations.

Outside Sales Rep Trends

Printing Paper: Printing paper outside sales reps earned the highest salary (plus travel expenses) of all three merchant groups at $47,800 in 1985 (up 6%). By company size, the smallest firms' reps earned substantially less at $32,760 versus a high of $51,910 for $20–55 million size merchants. These reps' pay plus expenses ate up 21.7% of gross profits during 1985, a little higher than the prior year.

Sales generated per outside sales rep stood at $1.47 million in 1985, with average annual growth in this figure at 10.7% from 1983-85. Gross profits per salesperson rose 5.8% to $236,000 (average annual increase of 10.3% since 1983).

Industrial Paper: Outside sales reps working for industrial merchants had the lowest pay plus expenses of all merchant groups at $38,600 (up 8.7% over 1984). Expenses ranged from $33,010 for $3–6 million firms to $40,720 for firms with a volume of $12–25 million. Sales expenses were held in check for 1985, representing a slightly lower 23.3% of gross profits.

The average industrial paper outside rep sold $724,000 of product in 1985, up a healthy 9.3% over 1984. Sales generated rose at an average yearly rate of 6.6% from 1983–85, outpacing the increase of 3.6% in expenses. Gross profits per outside sales rep rose 8% to $161,800 during 1985.

Dual Merchants: Dual merchant outside sales reps' salary plus expenses rose 6.8% to a national average of $47,100 in 1985. Although database samples are small, the largest dual merchants' ($65+ million in sales) reps earned a significantly higher $55,500. These reps' pay plus expenses represented 25.1% of gross profits, down slightly from 1984 levels. Dual merchant sales reps, on average, generated $1.15 million during 1985, up a strong 11%. Gross profits also jumped 23% to $203,700. Average yearly increases in their sales (+9.5%) and gross profits (+12.1%) outpaced their expenses (+7.6%), a good sign.

Inside Sales Service Trends

Printing Paper: The average sales service person in a printing paper house earned $20,300 in 1985, according to PAR survey results. This was up 8.6% over 1984 and the highest of all merchant groups. However, there was a big difference in pay by size of company, with the smallest firms (under $10 million in sales) paying only $15,910. NPTA Region 5 firms (midwest) also were lower at $17,770. These sales service expenses represented about 9% of gross profits, the same as 1984.

Industrial Paper: Sales service people working for industrial houses earned substantially less, $16,400 in 1985 (+5.1% over 1984). Eastern seaboard states seemed to have lower pay levels, ranging from $13,500–$15,920, while the highest average was accounted for by merchants in NPTA Region 8 (WI, IL, IN, MO). These sales service expenses represented 6.3% of gross profits in 1985, falling for the second year in a row.

Dual Merchants: The average sales service employee in a dual house earned $18,900 in 1985, down from 1984 levels, but these expenses increased to 8.8% of gross profits. Sales service costs were lowest for the smallest companies (under $10 million in sales) at $16,040.

Note: For more information regarding sales compensation and the kinds of plans being used by paper merchants, check NPTA's two publications: *Industrial Paper Sales Compensation* and *Printing Paper Sales Compensation.*

OUTSIDE SALES REPS

SALES DEPARTMENT PERFORMANCE MEASURES ANNUAL PAR RESULTS (medians)

Printing Paper Merchants	1983	1984	1985	YOUR FIRM
Avg. Pay & Travel Expenses Per Outside Sales Rep (000)*	$41.5	$45.1	$47.8	
Avg. Pay & Travel Expenses As % Gross Profit (%)*	23.2	21.4	21.7	
Sales Per Outside Salesperson ($000)	$1,217.3	$1,489.8	$1,477.7	
Gross Profit Per Outside Sales Rep ($000)	$195.8	$223.1	$236.0	
Industrial Paper Merchants				
Avg. Pay & Travel Expenses Per Outside Sales Rep (000)*	$36.0	$35.5	$38.6	
Avg. Pay & Travel Expenses As % Gross Profit (%)*	24.1	23.4	23.3	
Sales Per Outside Salesperson ($000)	$639.4	$662.6	$724.0	
Gross Profit Per Outside Sales Rep ($000)	$148.6	$149.7	$161.8	
Dual Paper Merchants				
Avg. Pay & Travel Expenses Per Outside Sales Rep (000)*	$40.9	$44.1	$47.1	
Avg. Pay & Travel Expenses As % Gross Profit (%)*	24.8	25.3	25.1	
Sales Per Outside Salesperson ($000)	$968.6	$1,039.6	$1,153.9	
Gross Profit Per Outside Sales Rep ($000)	$164.0	$165.2	$203.7	

*Includes supervisors but does not include fringe benefits.

INSIDE SALES SERVICE PERSONNEL

SALES DEPARTMENT PERFORMANCE MEASURES ANNUAL PAR RESULTS (medians)

Printing Paper Merchants	1983	1984	1985	YOUR FIRM
Avg. Pay Per Sales Service Employee (000)	$18.2	$18.7	$20.3	
Sales Service Expense As % Gross Profit (%)	9.7	9.0	9.0	
Industrial Paper Merchants				
Avg. Pay Per Sales Service Employee (000)	$15.9	$15.6	$16.4	
Sales Service Expense As % Gross Profit (%)	6.6	6.5	6.3	
Dual Paper Merchants				
Avg. Pay Per Sales Service Employee	$16.2	$19.4	$18.9	
Sales Service Expense As % Gross Profit (%)	8.8	7.9	8.8	

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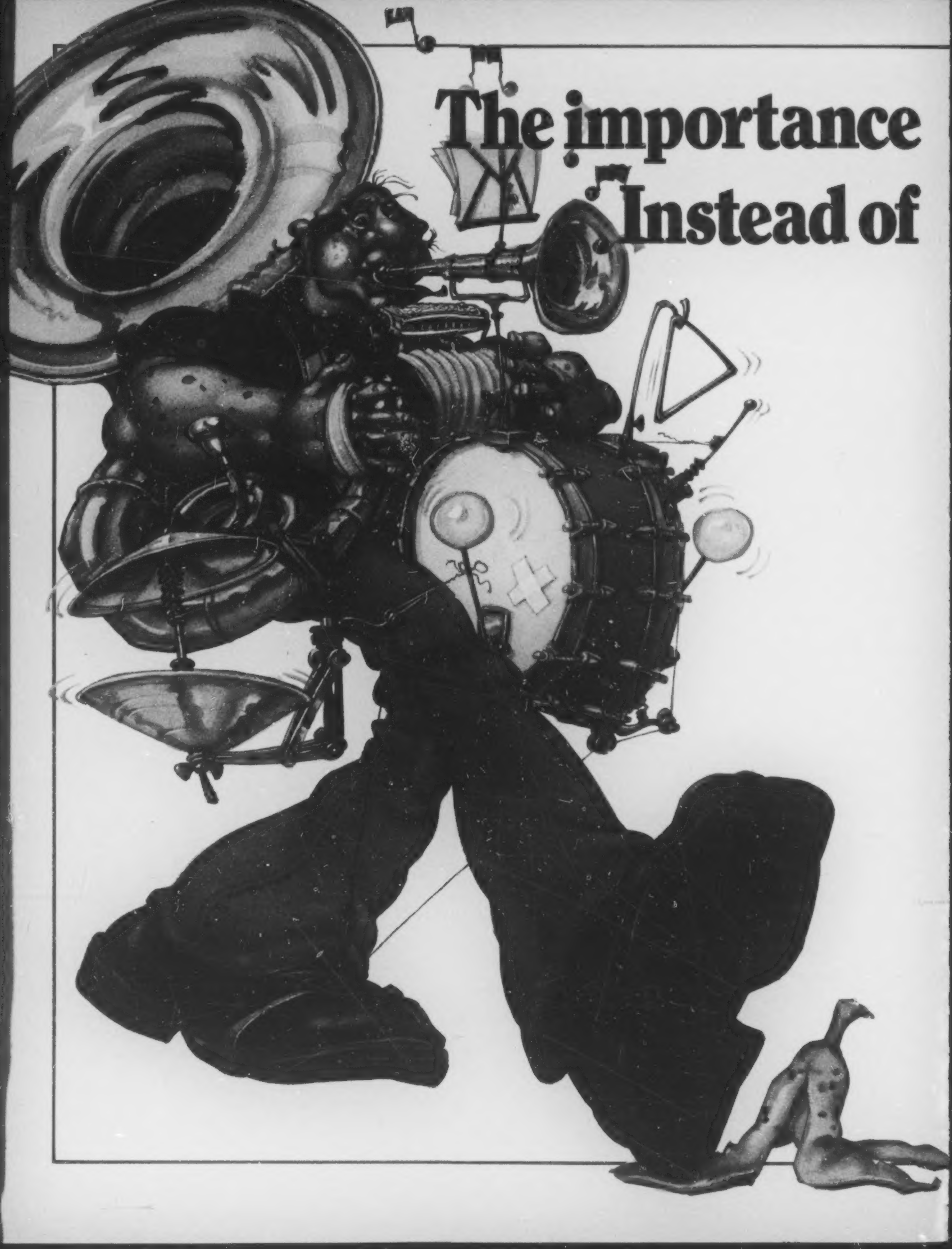

ROUND 2: BAY WEST VS. THE PAPER GIANT

# of doing one thing well. doing too many things.

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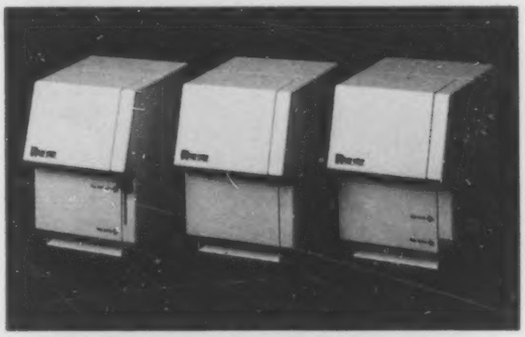

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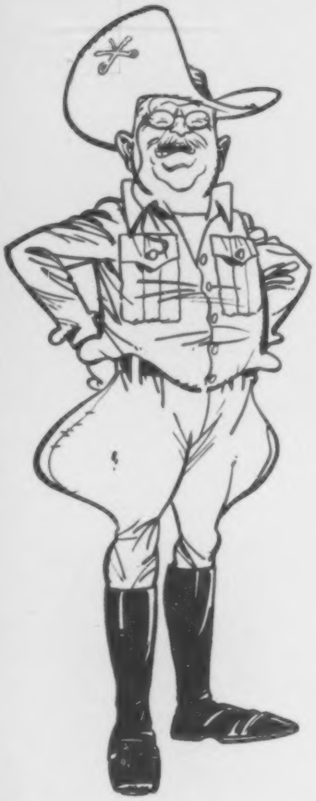

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MAGAZINE PUBLISHERS EXPECT INCREASED PAPER USE IN 86 AND 87

MPA reports coated groundwood still predominant grade

The Magazine Publishers Association (MPA) released results of a new survey indicating that magazine publishers will increase their usage of paper by 2.1% in 1986 and 3.7% in 1987. Results were derived from 98 publishers responding to the survey. Expected usage will be over 1,624,000 tons in 1986 and 1,685,000 tons for 1987.

MPA reports that coated groundwood continues to be the predominant grade of paper used by magazine publishers, accounting for about 71.5% of total tonnage in 1985–87. In 1985, 1,122,110 tons were used. An increase to 1,164,765 tons is projected for 1986, with 1,215,304 tons projected for 1987 (+4.3% over 1986).

Imported paper accounted for 3.5% of total usage for 1985, and is expected to account for the same in 1986 and 3.4% of total paper usage in 1987. 16% of the respondents used imported paper in 1985, 13% plan use in 1986, and 12% in 1987.

NPTA's annual PAR financial survey tracks selected printing paper grades, in terms of the percentage of total sales accounted for by them. Below is a 1982–85 breakdown of these percentages for groundwood, coated two-side stock.

Although sample sizes are small for the above data, one can see that for the larger firms, groundwood-coated-two-side stock is an important product line.

The MPA Survey showed that a small shift in basis weight is expected in the 1985–1987 period: 34 lb. and below is expected to continue to account for about 32–34% of total usage; 36 lb. paper is expected to account for 14%; usage of 38 lb. paper is at 4–5%; 40 lb. paper is at 25–26%; 45 lb. paper is at 5%, 50 lb. paper is at 5–6%, while 60+ lb. paper will stay between 10–12% for the 1985–87 period.

For the tonnage used by printing processes: offset was used with approximately 74% of total tonnage in 1985 and is expected to remain in this range in 1986 and 1987; gravure accounts for 26–28% for the 1985–87 period. Statistically insignificant usage of letterpress was reported in 1985 and 1986.

In the area of inventory, 16.3% of the respondents reported paper inventories of 1–30 days, 52.2% fell into the 31–60 day range, 26.1% were in the 61–90 day range and 5.4% had inventories of 91 days or more.

For complete survey results, contact the MPA at 575 Lexington Avenue, New York, NY 10022–Katherine Polyzos, 212–752–0055.

Percent of Average Printing Paper Merchant's Total Sales In Groundwood Coated 2-Side

By Merchant Size

Year	All FIRMS	Under $8 Mill.	$8–15 Mill.	$20–55 Mill.	$55+ Mill.	Your Firm
1985	12.62	—	—	2.11	14.26	
1984	10.97	8.35	—	1.11	12.50	
1983	11.25	—	5.78	4.34	13.38	
1982	12.23	3.96	3.75	2.41	16.15	

Sales, Inventory, and Receivable Monthly Activity Charts Follow

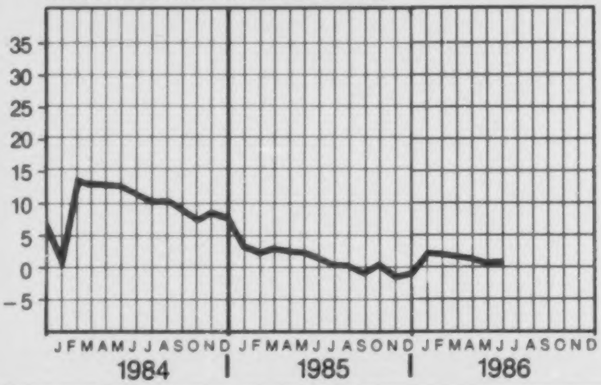
SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

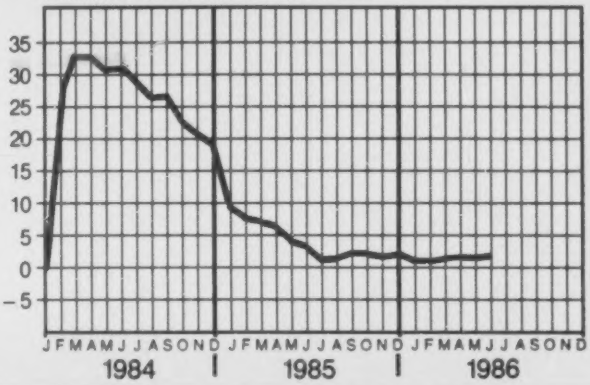
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



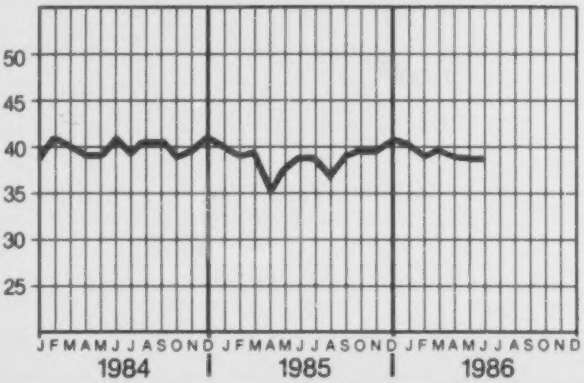
PRINTING PAPER SALES NATIONALLY



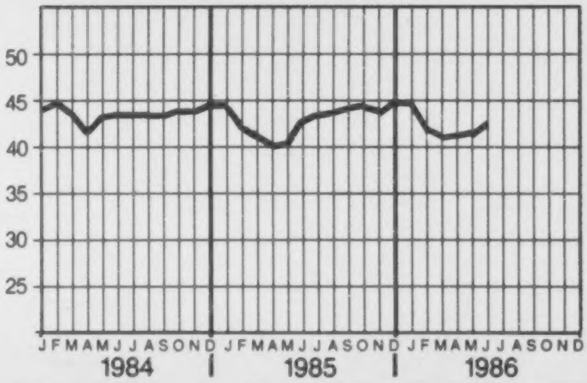
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



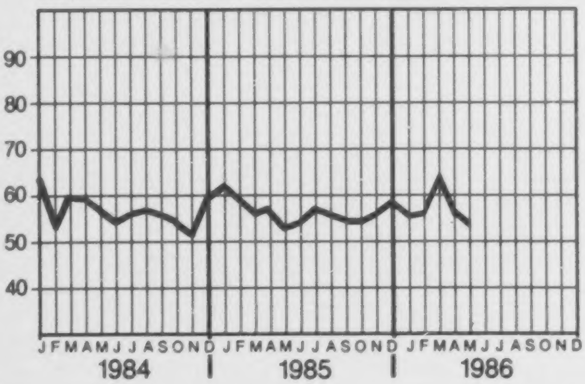
PRINTING PAPER RECEIVABLES NATIONALLY



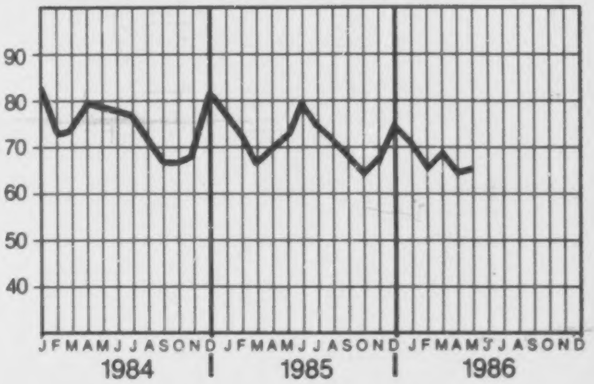
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



A Commitment to Training Can Add Profit Dollars

After all that has been written about training recently, what more can be said? Well Plenty!

As a manager, you should know that a commitment to training makes dollars and cents. Many of us have read articles about the value of training inside and outside sales personnel and know it makes sense. But too often, the commitment to effective training unfortunately ends there as we become consumed by the daily business demands and thus training is not given the attention it deserves.

If you think you haven't got the time or the funds to train your personnel then you should think about what your lack of commitment costs your company. Typically, new outside sales hires, often spend time inside to learn the business followed by a period of time outside, before attaining commission or non-support status. For some companies that period can be one to three years in which you are supporting the new trainess with a salary, benefits, and perhaps an automobile and sales incentive package.

If you ascribe fully to on-the-job training without planned sales development training, the break-in period can be long and costly. To illustrate my point, assume you pay a trainee $17,000 base salary plus a car and benefits. During time spent inside to "learn the business" that trainee may only cost you salary plus benefits. Once outside, your carrying costs increase to perhaps $23,000 depending upon automobile and benefit costs, plus any incentive you may provide.

If it takes two to three years for your sales trainee to become self-supporting, your total investment might be $40,000 to $60,000. Or another view is the trainee may cost your firm one to four million dollars in gross sales depending upon your earnings before interest and taxes. Remember, until that outside sales trainee is self-supporting the bulk of his or her costs are coming from your bottom line.

So you can see that little or no planned training that results in slow-starters is not cost efficient. The other risk managers take without a firm commitment to on-going training is failure of the employee to perform—which results in termination. When that occurs, you've lost your investment in growing your company.

Inside sales/customer support personnel should not be overlooked in your training program. They are an integral part of your selling team and usually have more frequent contact with key customers. Lack of commitment to include them in training for product knowledge/service leads to misinformation and poor probing skills to uncover needs and opportunities. Additionally, inside personnel may fail to make appropriate product substitution because of poor product knowledge and lose orders as your customers go elsewhere to fill their needs.

The bottom line is poor commitment to training costs you profit dollars. Make the commitment to planned, on-going training, and make your company grow!

by Peter W. Tomasini, vice president sales, The Dowd Company, Inc., Woburn, MA.

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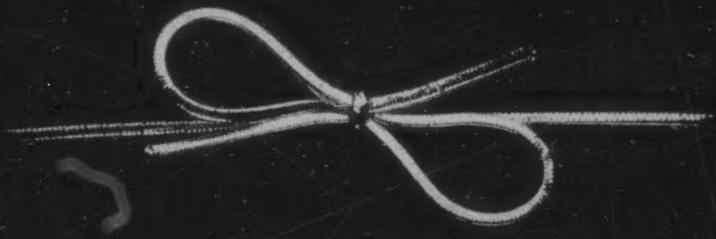

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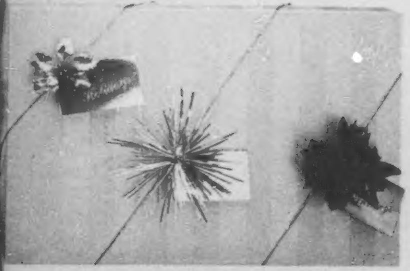
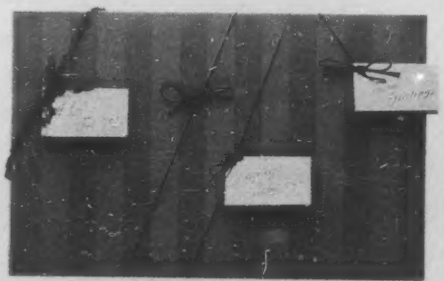
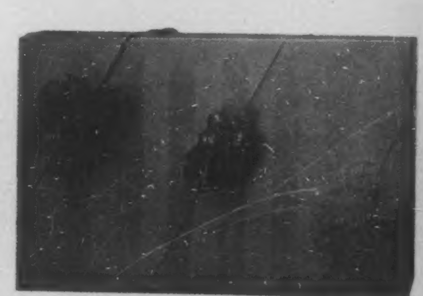


Package Decorations



Stretch Loops and Cards

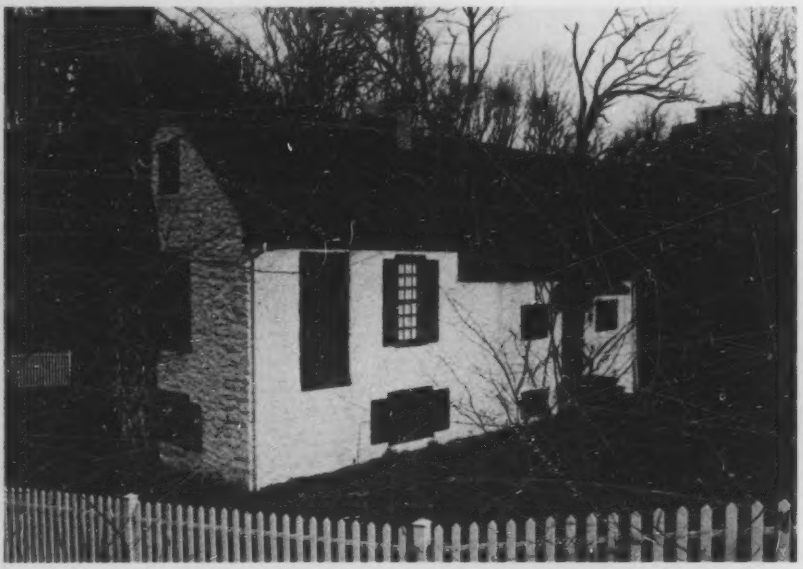


Bow-A-Ribbon™

"Friends of RittenhouseTown" Formed to Preserve Site of America's First Paper Mill

By Hugh B. Hanson, president, Friends of Historic RittenhouseTown, formerly with Weyerhaeuser Paper Company

Just four short years from now, America will celebrate the 300th anniversary of paper making on our shores. William Rittenhouse, a Dutch settler in the Philadelphia area founded a paper mill on the Wissahickson Creek and began a paper making tradition in the United States that is marked by quality, efficiency and pride. RittenhouseTown is a celebration of that legacy.



America's only rural village located in a large urban center is the site of RittenhouseTown, where the nation's first paper mill was built in 1690.

Located in Philadelphia's Fairmount Park, RittenhouseTown was at one time a bustling village of 40 buildings. Wilhelm Rittenhausen arrived in Philadelphia from Holland to build a mill to manufacture fine white paper; for over 100 years, the area was the center of papermaking in the United States. Americanizing his name to "Rittenhouse," the pioneer handmade paper maker and his family prospered—with production at three reams per day! As RittenhouseTown grew, other mills were built at nearby locations on the Wissahickon Creek.

Recognizing the historic importance of RittenhouseTown, where six remaining houses are occupied, and its role in America's paper industry, a group of Philadelphia citizens several years ago organized Friends of Historic RittenhouseTown to restore, preserve and protect the site. In addition to the author of this article, two of the founding members of the group are Joseph M. Flounders, formerly president of Lindenmeyr Paper Corporation, and Harold Lampe of Garrett-Buchanan, Philadelphia paper distributors.

Owned and maintained by the Fairmount Park Commission, an agency of the City of Philadelphia, RittenhouseTown is being run under the direction of the Friends, a volunteer group which seeks to contribute to the enrichment of the industrial, religious, ethnic and cultural history of the United States.

Our group is dedicated to providing an interpretive public education program centered on papermaking as practiced by the Rittenhouse Family in the 17th and 18th centuries. And there is a direct link to the original family—two members of the Friends are Rittenhouses, direct descendants of William.

Every link in the growth of the American concept of Democracy involved some sort of paper—newspapers and pamphlets which became "paper bullets" that united the 13 independent colonies. Furthermore, paper from the Rittenhouse mill was used to make cartridges and gun wadding for the militia fighting the British in Philadelphia and nearby in the Battle of Germantown.

Formally established in the Fall of 1984, Friends of Historic RittenhouseTown held a one-day demonstration of papermaking as practiced in the 17th century as its first activity at the site of the paper mill. It was at that event that the goals of the organization—

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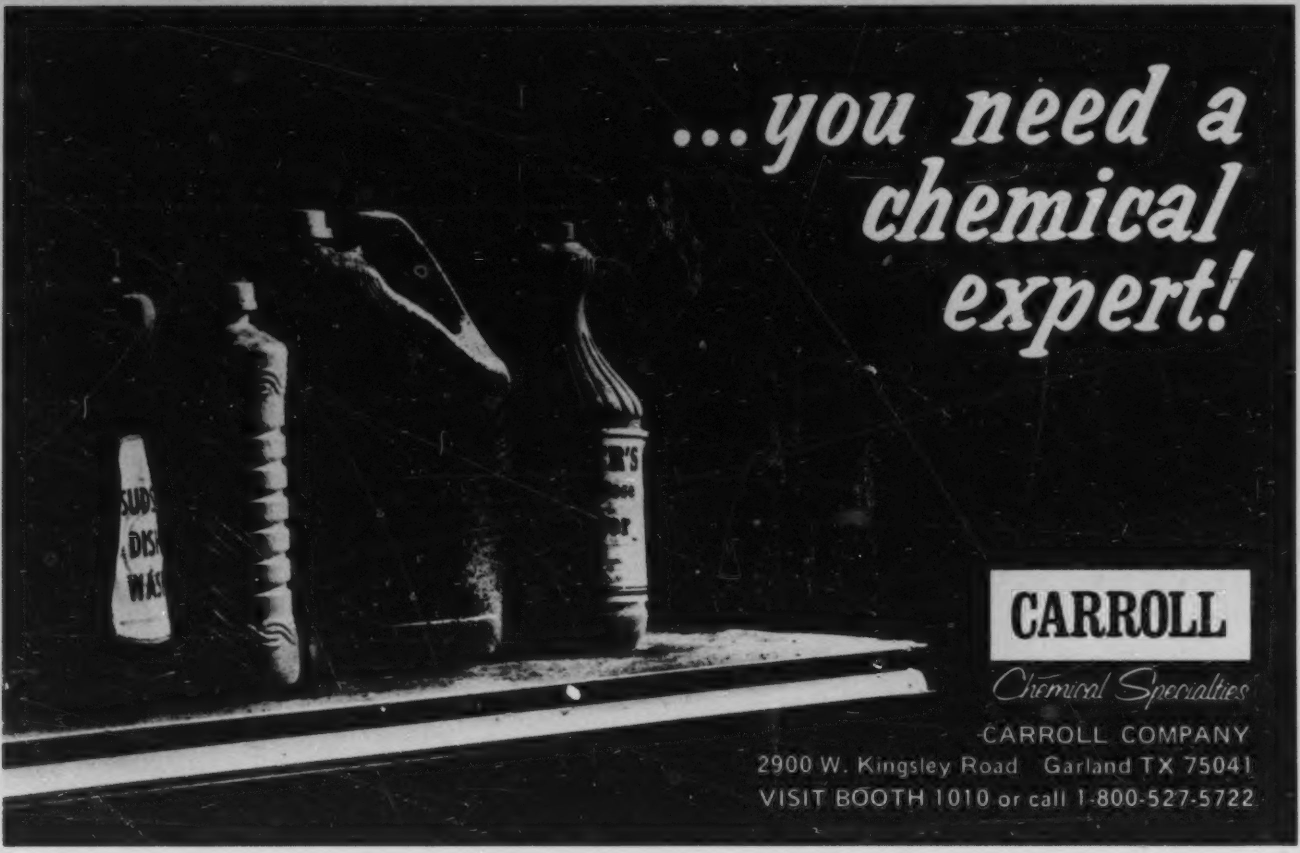

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Rittenhouse-Town . . . A Unique Heritage

preservation, restoration and public education—were announced to Philadelphia officials, paper executives, historians, civic and religious representatives and five direct descendants of William Rittenhouse.

After the inaugural program, a membership drive was begun to enlist support and financial aid to implement the program planned to call public attention to this historic and significant element of American life. With support from the paper industry and paper trade groups, as well as interested individuals, the RittenhouseTown organization now has nearly 300 members.

In 1986, a Philadelphia philanthropic foundation provided $30,000 as a challenge gift to the Friends to finance a master plan for development of the historic site.

One of the first events held by the new civic group was the "Oktoberfest" in early October 1985 which provided the public with an opportunity to tour the historic village and enjoy food, beverages and folk music. Members of the Friends executive committee served as hosts and tour guides, and a member of those attending became members that day.

In late Fall 1985, funds were allocated to repair the roof of the barn and a small adjoining building as part of the restoration and maintenance program of the paper mill site; the barn may serve well as the future education center. The six homes remaining from the original village provide a most interesting architectural history of Colonial America from 1690 to 1800.

In addition to long-range planning to establish RittenhouseTown as an educational and historic organization by calling attention to its role in early American life, the Friends are expanding their program of events to increase public awareness not only of the site but of papermaking.

A noted paper historian, Leonard Schlosser, chairman of Lindenmeyr Paper Corporation, presented an historical overview of papermaking in 17th century Europe and Colonial America in a talk, "William Rittenhouse in a Landscape of Papermaking," a public event sponsored by the Friends of Historic RittenhouseTown and held in Philadelphia in March 1986.

Another event, a tour and dinner at the historic papermaking village, was held in May 1986 as one of a series of events of Philadelphia Open House, an 18–day annual program to encourage the public to explore the city's cultural and historic treasures.

Continuing its plans to attract public attention and support, the Friends are holding their second annual craft fair, "Harvest Fest," on September 20, 1986, at the village.

We won't let tomorrow take you by surprise.

Keeping our Merchants in Hammermill papers is what keeps us in business. So to keep up with their needs, we've invested nearly a half-billion dollars in new and updated equipment.

ADDING A NEW MACHINE ADDS 185,000 TONS OF CAPACITY.

The #15 paper machine building at the Riverdale, Alabama, plant.

The new 315″ paper machine at our Riverdale, Alabama, plant is coming on line this fall—months ahead of schedule. And when it does, there'll be 30% more of Hammermill's fine business and printing papers to go around. Much of this capacity increase will go to meet our customers' total offset requirement, including economy offset. Riverdale will be shipping to *all* of our Merchants; which means faster service to the Sunbelt and our northern customers, too. Plus freed-up production time for additional tonnage from our northern machines.

NEW MACHINES AT ERIE INCREASE PRODUCTIVITY, QUALITY.

At our commercial printing paper plant in Erie, we've replaced two older paper machines with state-of-the-art computer-controlled units that help Hammermill make more paper to tighter standards and still hold the line on costs. A unique new in-line embossing/sheeting and packaging machine has substantially increased our embossing capacity.

Some $20 million of the latest wood-handling equipment provides improved chip—and thus pulp and paper—quality. And we've spent $35 million to update and automate our roll handling and wrapping equipment and to add new precision folio-size sheeters.

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Hammermill recognizes how the changing needs of the marketplace affect our distributors.

So it should come as no surprise that we're committed to doing all we can to help keep their future bright.

In fact, we've already done it.

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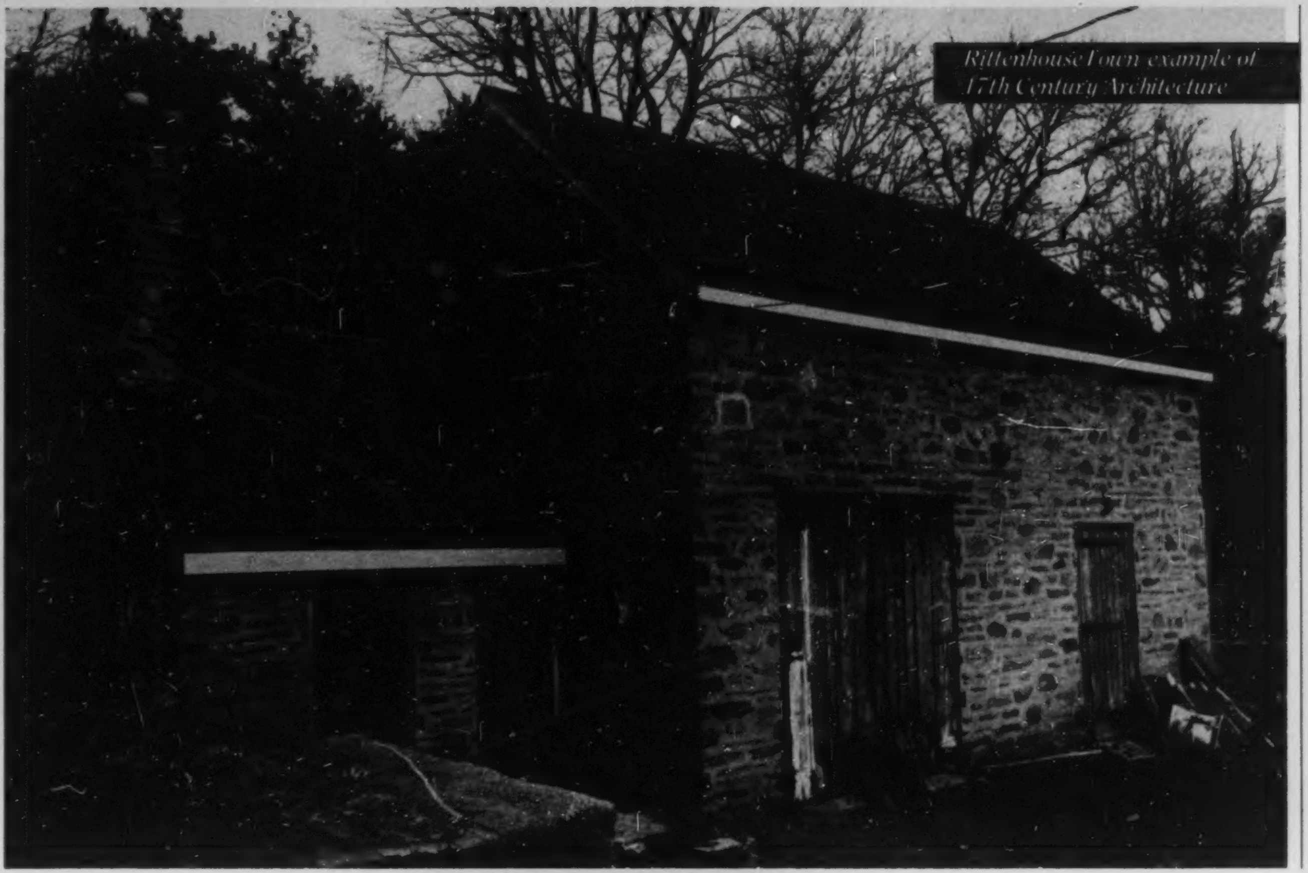

RittenhouseTown example of 17th Century Architecture

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A bag that is number one in the industry. Quality construction, showmanship printing, and brilliant colors of film, ink and handles to satisfy all your customer's needs.

And support that just won't quit.

A sales staff that will be by your side... on the phone or on a visit.

Hugh B. Hanson, president
Friends of Historic Rittenhouse

RittenhouseTown has arranged to be open for tours by the public, as individuals or in groups, every Saturday from April through October. Reservations may also be made for tours at other times.

Tax deductible memberships may be obtained by individuals or families in a range from $20 to $1,000. Corporate memberships—several paper trade companies have subscriptions—are available from $100 to $500 or more.

In less than two years since being organized, Friends of Historic RittenhouseTown has made considerable progress in its efforts to encourage public support and to implement the restoration and preservation of the place where the first paper mill in Colonial America was in operation. We are now starting plans to commemorate the 300th anniversary of the establishment of William Rittenhouse's factory in 1990—an important milestone in American history.

For more information, write: Friends of Historic RittenhouseTown, 3612 Earlham St., Philadelphia, PA 19129.

An important Milestone in American History

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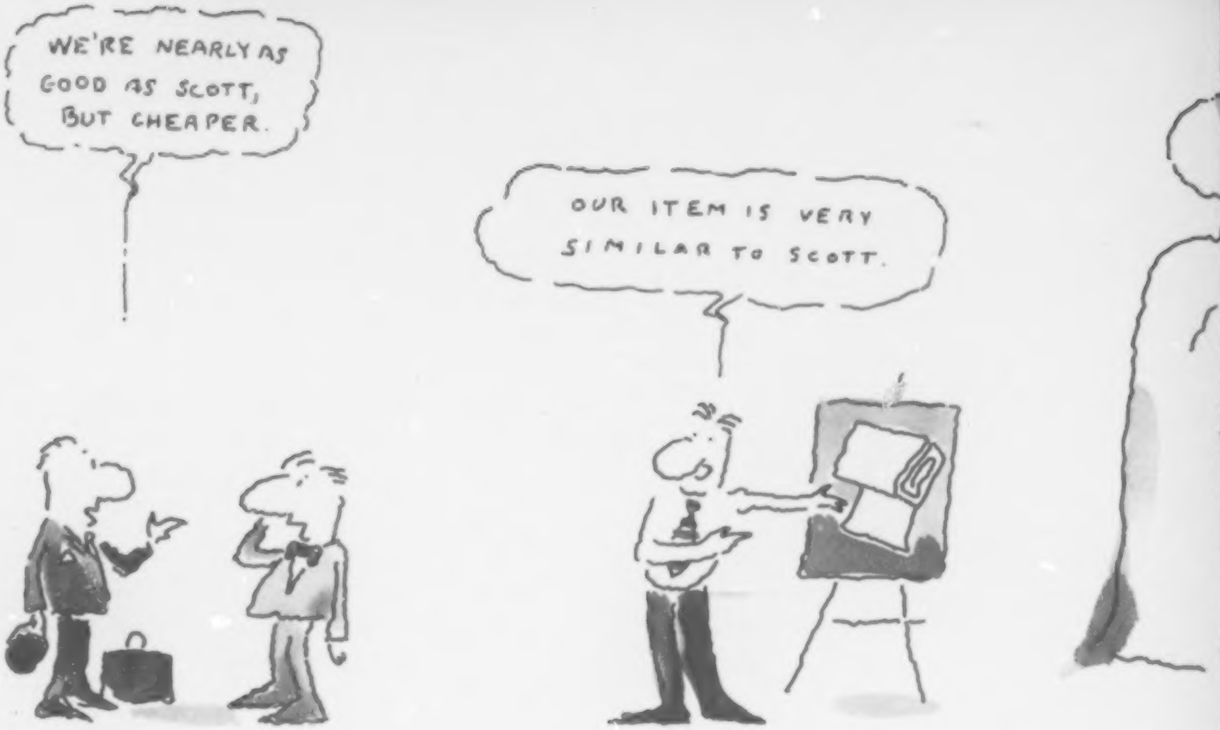
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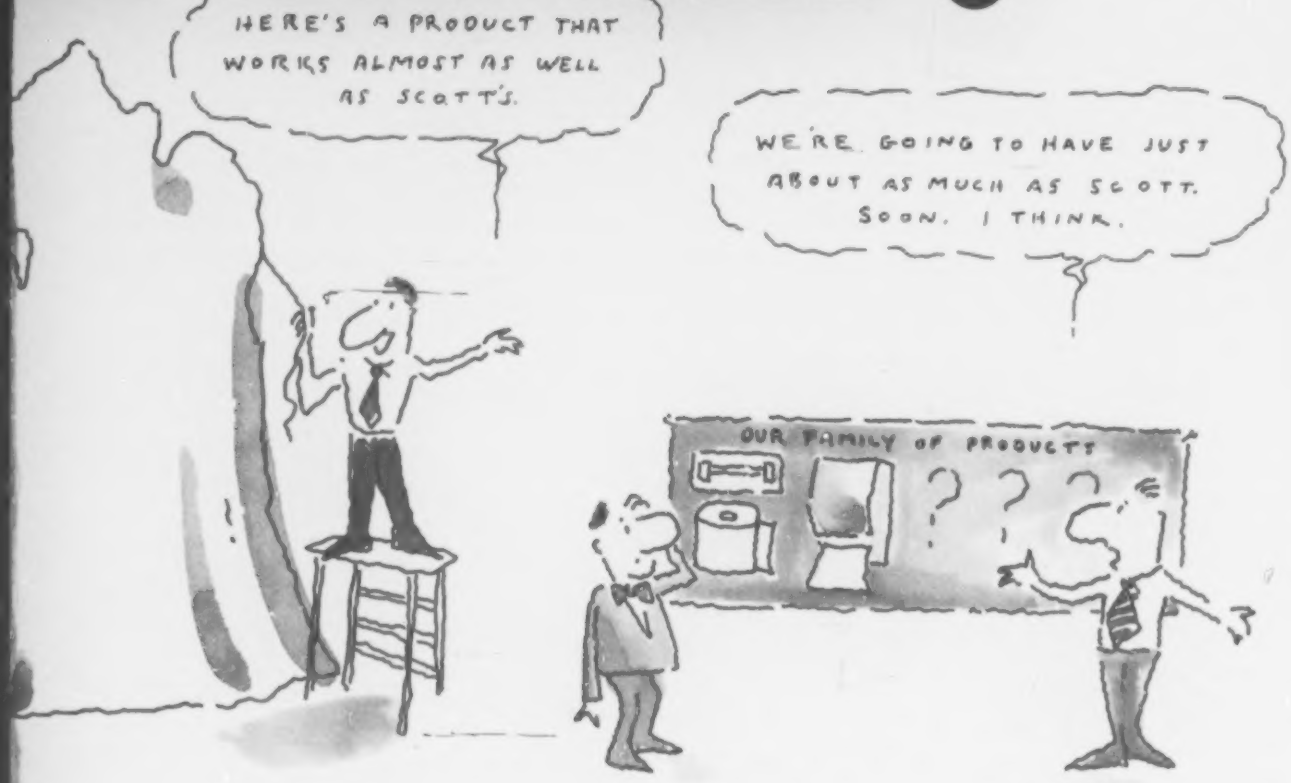
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OUR FAMILY OF PRODUCTS
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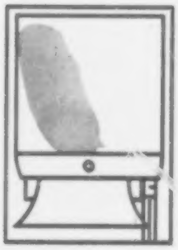

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Scott continues to reinvent the word value. Value in systems, value in service; values that pay off in your loyalty so that, working together, we become an organization beyond compare. And so, of course, everyone will keep comparing themselves to Scott.

SCOTT

THE HOUSEHOLD NAME,
AWAY FROM HOME.™

Dead Stock: The Profit and Control System Crippler!

This series is an excerpt from Gordon Graham's new book, Computerized Inventory Management for the Distributor-Updated!, planned for publication in 1987.

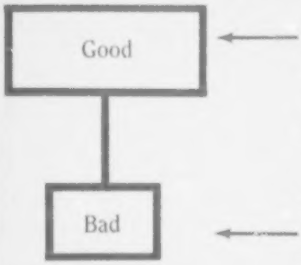
This is the first of three parts. Phase 1: Prevention

by Gordon Graham

Most distributors carry about 40% more items in stock than they really need! Does that get your attention? Yes, it's true. Before this article ends, I'll show you how to find your 40%. The situation is very common. Now before you have a coronary, let me add this: Much of the 40% does sell...a little. They're not completely dead. The trickle of sales they produce, however, doesn't generate anywhere near enough profit to justify the dollars invested in inventory. That's the problem.

When Inventory "Control" is Exercised

Let's assume that my wild statement above is true...that most distributors' productive-to-nonproductive stock profiles look like this:



The stock replenishment controls (order points, line points, EOQ's, etc.) work up here . . . impacting these good items and causing their total inventory dollars to turn about 5 to 6 times a year.

The controls have little or no impact with this group. They are not replenished. Turns are less than 1 per year.

All of which illustrates an important inventory management principle:

Inventory CONTROL is exercised when you bring in stock...either for the first time or in replenishment. Everything you do after that point must be classed as inventory CORRECTION!

The turns for both groups above, combined, likely will be about 1.9 to 2.3 per year. Why? ...because the inventory controls impact only the good stuff. That's the material being reordered. The bad stuff just sits. The replenishment controls have no effect. It isn't reordered.

The Wrong Way to Correct the Program

In an effort to stop inventory buildup and correct a lousy overall turn rate, a distributor president might issue this sweeping executive edict:

We've got way too much inventory around here! Listen you people in purchasing, quit buying so much of our stocked material...and wait longer to order it! Let our stock run lower before you place the P.O.s!

What's that going to accomplish if purchasing follows this directive? You can guess, can't you? The service levels for good material will go to pot if you drop the line points and order points arbitrarily. They are what they are because outsiders (customers & suppliers) set them through performance and their offers of purchasing discounts. Buying smaller quantities of the better items will improve the turn rate slightly, but of course you'll work everyone too hard...spend too much control money to keep the items resupplied. And the overall turn rate? ...well, it won't change much, maybe up to 2.5.

The real source of the turnover problem is the dead and slow-moving stock. That's where

[illegible]
SYSTEM

New! Dependable brand name products in an economical pre-measured concentrate system.

Pre-measured concentrates make sense.

Drackett pre-measured concentrate chemicals help to insure precise dilution ratios for consistent cleaning results every time. They help to reduce waste, misuse and costly mistakes. Packaging is color coded for instant identification.

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Unique 2 1/2 Gallon Dispenser.

The custom designed 2½ gallon dispenser is easy to handle, lightweight and makes refilling fast, easy and convenient.

Quality, performance, dependability in an economical pre-measured concentrate system. The Handi-Pour System from Drackett.

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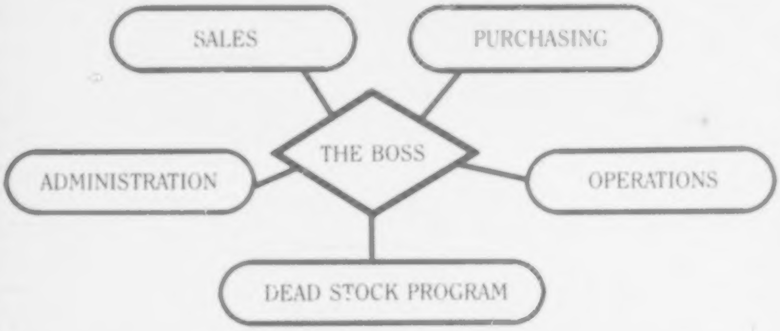
action is needed! The president tried to apply correction in the easiest place: What purchasing is doing today, tomorrow, and the next day. He's hoping for a quick fix. Unfortunately, for this problem, there isn't one. It's going to require a planned, administered, monitored program to identify and rid the company of the dead material...a program that the president must take part in, if the turns are to improve. With the profile you saw above (40% of the stock non-productive), you'd have to turn to good stuff 20 times a year to get 6 overall. You wouldn't want to try that. The expense and strain on your people would be prohibitive. Better that you attack the real problem...the excessive amount of slow and dead stock.

The President's Five Major Priorities

A little later, you'll see a Four-Part Dead Stock Prevention, Identification & Disposition Program to help rid your company of the "millstone" that's dragging down the turns and tying up your cash. But a major decision has to be made first. Your president has to add one more priority to the four he has already:



The president must be very interested in the Dead Stock Program. It must be one of his five major priorities, or not much will happen. It's a business phenomenon that other people take an active interest in those activities in which the boss is directly involved. If he or she is following up, asking lots of questions about progress, etc., things happen!

Don't misunderstand. The president isn't to get rid of the non-productive stuff personally. That would be an expensive waste of his time . . . but the program to get rid of it is one of his five major priorities! He's as involved on a day-to-day basis in this program as in what's going on in sales, in purchasing, in administration (accounting, data processing, keeping "score," and in operations (warehouse, trucks, delivery). You'll see clearly as the Dead Stock Program is explained how the president is involved...but his involvement is a prerequisite to success. He provides the power to drive the program.

The Four-Part Dead Stock Program

An effective effort to move out the deadwood from inventory has four distinct phases:

1. Prevention
2. Identification
3. Coordination
4. Disposition Steps

Each is important. Each has its impact. Resist that urge to bypass the first three parts and jump immediately to the fourth. It's a bit like painting your house. Preparation is perhaps more important than the final steps when you see the clean, new surfaces. In your program, allow each of the four steps to effect the benefit it alone can introduce.

Phase 1: Prevention

The first phase, Prevention, requires some new thinking. You need an entirely new attitude about putting items in stock for the first time. Frankly, you should adopt a tough, "up-front" posture as new items are considered for inventory. Why? ...because most dead items didn't evolve to that status. They were not once great sellers, only to gradually lose steam and wind up to be dogs. They were dogs from Day 1! They never did sell worth a hoot.

The odds are these: If you add 10 new stock items today, under the same logic distributors have used for years, only two will be good movers after a year. The other eight will range all the way from "Ugh" (you'd like to throw up) to marginal, at best. Obviously, we need a change in logic if we're to have even a 50/50 chance of new items becoming winners.

Three Groups That Influence a Stocking Decision

Three different groups of people exert pressure on a distributor to add new items to stock: Customers, the distributor's own salesmen and suppliers. Let's see how the new up-front, decision-making toughness applies to each of these groups.

CUSTOMERS:

Old Joe over at ABC Industries calls your salesman with a request:

IFC Nonwovens introduces four unique additions to the Like-Rags wiper line...

LIKE-RAGS™

- NEW Automotive Shop Pack — Dispenser pack of 50 "original" Like-Rags
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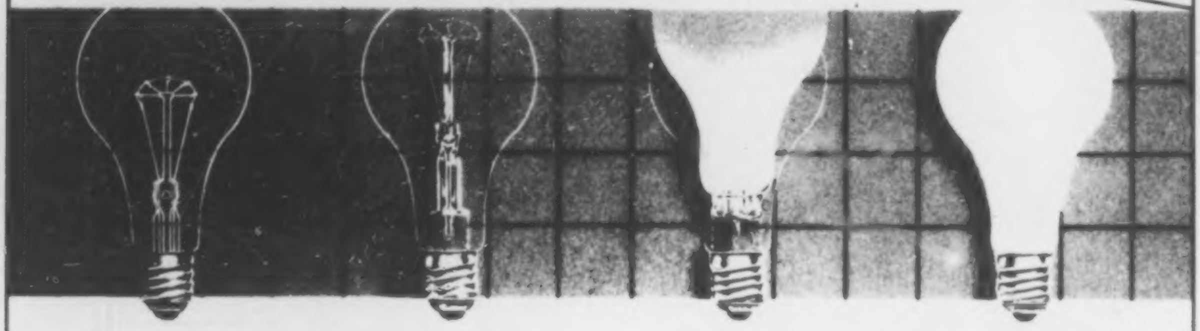

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Every step in the construction process demands the highest quality standards. We build the bulb that burns five times longer, because it's built one step at a time.

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The written commitment is for psychological reasons

Harry, I'd like your company to start carrying these six items in stock for me. If you will, I'll buy about ten each per month from you. ...and don't worry about the inventory. Whatever I haven't taken by December 31, you may ship and bill! Oh, and this will give you a golden opportunity to get a lot of new business from us. We favor distributors who support us with special stocks.

In the past, the phone wasn't even cool before the special stock of six new items were arriving at your dock. ...but what about today? What should you ask for today that would have been out of the question in 1975? That's right, a **commitment**, and in writing! You should ask the customer to give you something in writing that expresses his commitment to you to buy the new stock.

Quit snickering! I know you likely cannot enforce it. I realize that if you tried, you'd probably lose the customer. The written commitment is for psychological reasons. Customers have a nasty habit of making the same special stock arrangements with more than one distributor (I know you're shocked and disappointed, but alas, it's true). They want to be covered no matter how scarce the products might become. The customer knows he hasn't enough business for all three distributors next year. ...so guess who gets most (or all) of his orders if you have a written commitment in almost any form, and two other distributors have only verbal deals? Sure, you get 'em! The customer isn't too sure what legal grounds you have with a written agreement, but he knows what the other two guys can do...zippo! You get the orders. They get apologies.

It doesn't have to be fancy. A blanket order with release dates; a blanket order with no release dates; a signed letter on the customer's stationery; a napkin he signed at lunch...anything. Just be sure it's in writing.

YOUR OWN SALESMEN:

Harry (your salesman) walks into your office with this complaint:

Boss, you recall that Joe over at ABC Industries wants us to add those six new stock items just for him, and you told me to get something in writing from him. Well, he won't do that! Joe says he never puts such gentlemanly arrangements in writing for anyone. Boss, if we want this business, we'll have to do it without a formal commitment from him!

Now what? You can't get a written commitment from ABC Industries, but who can you get one from? Ol' Harry, your salesman! Out of your desk comes a form letter with blanks to be filled in. Your reply to Harry goes like this:

texize COMMERCIAL PRODUCTS
Glass Plus.
CLEANS GLASS PLUS A WHOLE LOT MORE
FORMULATED FOR INSTITUTIONAL USE

OUR EASY-5™ REFILL SYSTEM MAKES CLEANING EASIER.

texize
Glass Plus.
CLEANS GLASS PLUS A WHOLE LOT MORE

The GLASS PLUS Easy-5 Refill plus the 32 oz. sprayer gives you the perfect cleaning system. You get five gallons of GLASS PLUS for cleaning glass, restaurant table tops, desk tops, washable furniture and fixtures, plus a whole lot more.

The One Step Refill System is fast, economical, labor saving, easy to store, and convenient. From the name you know Texize.

texize
TEXIZE Greenville, South Carolina [illegible]
[illegible]

Come visit us at the 1986 NPTA Convention at Booth [illegible]

*Harry, we definitely want that new business from ABC, and we certainly want to support your dedicated sales effort. Just fill in here on this letter the six new items you want us to add, and **how many you commit to sell to ABC Industries per month**, sign the letter, and we'll add the inventory. Oh, please note that last paragraph. If any of the original stock, of the first batch we bring in still remains on the shelves after six months, **you** and the company will share the 30% per year carrying cost!*

Harry will likely fall over onto the floor with apoplexy (the sudden loss of bodily function). "Are you crazy?" he screams. "I'm not going to sign any such letter?" Well, now the decision is simple. No commitment, no new inventory! **Somebody** has to commit to buy or sell this stuff! If they won't, then why take the risk? Isn't that how you got most of the deadwood that's out on your shelves right now?

Harry wants the company to take a big investment risk, based on his word and ability to sell. If he **really** thinks the customer will buy these six items, the letter presents no hazard for him. If you replenish any of the items before the six months are up, Harry's off the hook on them. He's committing only to sell the **original** inventory! Perhaps he'll downgrade his request from six items to four, and the commitment on sales from 10 a month to five. Harry will list only what he's sure he can sell. Great! One day, Harry is wandering around the warehouse (probably shouldn't be out there, but he is). Up on a shelf, he notices some very dusty stock.

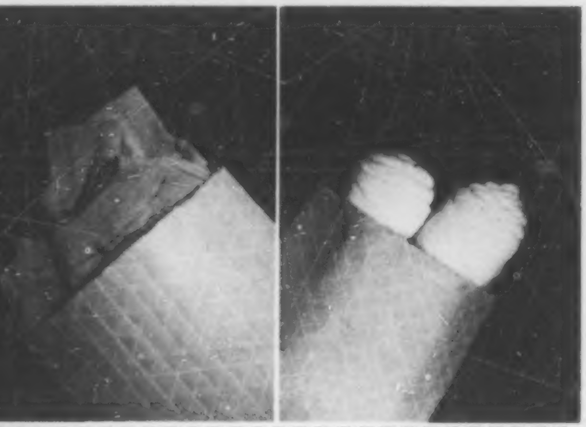
Goodnight, look at all that dusty stuff up there! ...and the boss has a signed letter of commitment where I said I'd sell it all by October. Boy, I'm going to call Joe over at ABC Industries as soon as I walk back into the office!

That's exactly what we want him to do. "Don't forget why that inventory is here! You said you'd sell it!" You may elect not to have Harry pay directly half the carrying cost on dusty material that can't be returned, but the letter is still a good idea. Commitment...that's the concept!

SUPPLIERS:

How about the manufacturers? They, too,

Goodnight, Look At All That Dusty Stuff Up There!



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Title

Company

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City State Zip

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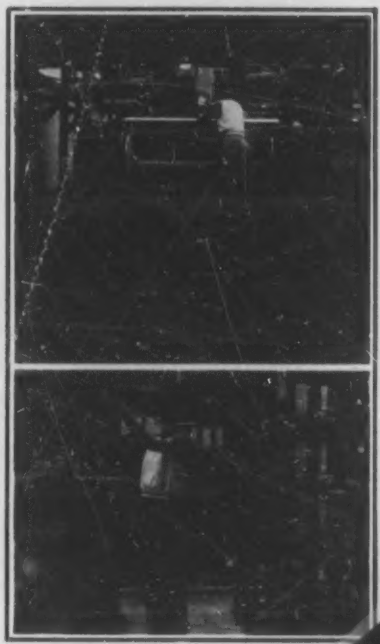
Thilmany
THILMANY PULP & PAPER CO.
KAUKAUNA, WISCONSIN 54130

FRONT RUNNER DOOR MATS

Keep floors Fresh as a Daisy!


When in the Atlanta area you are cordially invited to visit our manufacturing Facility in Acworth, Georgia.

Front Runner Door Mats are your first line defense against grit accumulation and floor deterioration. The double-tough construction of vinyl covered woven nylon loops permanently embedden in a non-slip, heavy-duty vinyl backing makes Front Runner the ideal entrance mat. Dirt, sand, water, and snow are trapped below the mats looped surface where it stays hidden. One quick shaking, vacuuming, or hosing cleans Front Runner making it ready to start trapping more dirt and protecting more floors. Front Runner Mats come in six attractive colors to fit into any decor and are available in the following standard sizes: 2' x 3', 3' x 4', 3'x 5',3'x 6',3'x 10',3'x 20',3'x 60',4'x 6',4'x 8',4'x 10',4'x 20', and 4'x 60'. Special cut sizes are available.

AMERICO
MANUFACTURING CO., INC.

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Acworth, Georgia 30101
404-974-7000(Atlanta)
800-241-9902

BLUE

GOLD GREEN BROWN BEIGE RED

Rather than signing the supplier's document, slide your version across the desk to him . . .

often exert pressure to add new stock items, and you can be sure there's very little "commitment" involved. For those suppliers you've had for years, where you must (or feel you must) have their product lines, there's not a lot to be done now. You made your bed years ago with these folks, and now you have to sleep in it. When you signed the Supplier/Distributor Agreement, your ability to negotiate pretty much ended right there.

In the years to come, however, many other suppliers will court you in hope that you'll take on their products. With these, you have significant negotiating possibilities. With these, you need not wake up three years from now to find most of the original stock still around. Here's the scene as the potential supplier's salesman tries to seal the bargain:

Well, Mr. Harris...we're so glad that you've agreed to be our distributor in this area! All I need now from you is a purchase order for our standard array of products as your initial stock...every distributor starts this way. It requires a $10,000 purchase, but don't worry about a thing. Whatever doesn't sell after a year, we'll take back with no restocking charge. Of course, you will have to pay the freight, our low inspection charge, and agree to purchase an equal value of products that do sell for the stuff you return.

With this statement, the salesman pulls a very official-looking document from his briefcase...it's the "Supplier/Distributor Agreement," that sets out the terms he just outlined. This baby is impressive. It's printed; has an eagle at the top; a scroll down the side, a huge seal at the bottom; and is signed by some high dignitary. It looks like a will. Who in the world would dare to question such a document?

You would! From your middle desk drawer comes an even more impressive document. It's printed in gold; a double-eagle at the top; gold scrolling, two seals, signed by someone in Washington. This is your company's Distributor/Supplier Agreement! It sets out *your* provisions for taking on a new product line:

1. You must see a classification of the supplier's product similar to the one explained under Phase 3. ...best to worst! The items that have sold well in your industry, geographic area, or nationally (whichever would be more revealing) are listed first; the "dogs" down at the bottom.

2. You will take the list, sit down with your marketing or sales staff and let them review it. Whatever they commit to sell will be ordered. You reserve the right to "cherry pick" the product line. It might turn out to be a $2,800 purchase order...not $10,000!

3. Whatever doesn't sell goes back to the supplier after six months; he pays the freight; no restocking or inspection charges; and no exchange requirements!

Rather than signing the supplier's document, slide your version across the desk to him. Watch him turn red. ...and then leave in a huff. "If we did this for you," he sobs, "we'd have to do it for any new distributor!" Let him go. Thank him for his time, and be sure he has your business card. "Call me when you're ready to discuss this!" you reply.

In a few days, the salesman's boss will call: "Let's get together and discuss how we can get you on board as our distributor!" Great! Now you can negotiate the provisions of the agreement. ...and every single provisions is negotiable! The supplier simply used one of the oldest techniques in the book on you. It's called "authenticity." If you lay an authentic-enough document in front of most people...one that's printed and obviously is never to be tampered with, most people will sign without a murmur. Don't fall for it. Give him an even more impressive dose of the same technique.

Likely, you'll wind up with an agreement somewhere between what he specified and what your gold document set forth. That's okay. It's all part of your game to get the line with better terms up front...better initial stock requirements and not-so-one-sided return provisions.

Distributors, today, are negotiating much better arrangements than in the 60s, 70s and even the 80s. They can't afford the slow-moving and dead inventories that resulted from taking on new product lines when the supplier laid down all the terms.

Prevention! That's Phase 1 in your Dead Stock Program. It's a new attitude that, once adopted, becomes permanent. You have to be tougher up front with customers, your own salesmen, and new suppliers to prevent new stock items from becoming deadwood in a year or two. Your prevention efforts won't be 100% successful, of course. In spite of the tougher up-front screening, items will still slip through and become dogs...but you'll net a bunch of em' that otherwise would have wound up on your shelves.

NEXT MONTH: Phase 2—Identification

ERVING

Partners in Paper

A successful partnership takes teamwork. Communication. And commitment. At Erving, that's only the beginning. In the paper relay race, Erving is positioned to help improve your inventory turns and reach your paper profit potential.

We know you can't go it alone. So we work with you, every step of the way. Passing on distribution leads and helping to increase the purchasing of your current accounts.

Our strong product line gives you the edge. We offer a wide range of quality disposables for a nation on the move. From plain and printed napkins all the way to roll towels and industrial grade wipes. Teamed with a complete line of fixtures and dispensers for the countertop, kitchen, and washroom.

We support our line with a highly trained sales team and informative sales aids. Our cross-country network of distribution and computerized inventory control system enables us to process your orders and deliver. Fast.

Since 1905, we've earned a proven track record for going that extra mile for our customers. In the industrial, food service, hospitality, institutional, and home markets, Erving Paper has become a leader in economy and quality.

For a stronger finish on your bottom line, reach for quality, reach for Erving. And see how we're willing to go the distance with you.

ERVING
PAPER MILLS
ERVING, MASSACHUSETTS 01344

You can meet the Erving Team at Booths 412 and 414. Or call 1-617-544-2711.

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For our mill friends:

Your best outlet for job lots.

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Your best source for job lots.

Visit us at our Sheraton Boston Suite

Merv Golder
Bob Golder
Al Resnick

Robert Rubin
Ron Richter

KEY PRESSURE POINTS FOR SALES EXECS IN 1986

What bothers you the most?—about your business, that is. 3,700 marketing and sales executives were polled recently by Fleming Associates, an executive search firm, to find out what will be most distressing in 1986. The top five in order of priority are:

- *pricing,*
- *new product introductions,*
- *marketing segmentation strategies,*
- *selling cost and,*
- *internal staffing and training.*

OUT-OF-THE OFFICE MEETINGS ARE TOUGH TO PLAN

More than 75% of all meetings that are held in hotels involve fewer than 100 people. Much of the time, the person who gets the responsibility to put it all together is a manager with limited experience in such matters.

To make things easier, there's a free 20-page guide that covers every aspect of meeting management from the coffee break to final arrangement. It's available from Marriott. Ask for the "Beginner's Guide Through the Minefields of Planning a Meeting" when you call 800-228-9290.

While you're at the 1986 NPTA Show, we'd like to extend a warm . . .

Welcome To Boston!

Home of Tea Parties, Baked Beans, The Boston Celtics, and now . . .

Jiffy Packaging

Stop by our Hospitality Suite. Say Hello, and let us help you enjoy your stay in our new neighborhood.

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—HOW YOU CAN PROTECT YOUR CUSTOMER BASE—

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they won't have to fit into someone's [illegible]
of size or quantity. We'll custom cut [illegible]
sizes. We welcome small, medium and large [illegible]

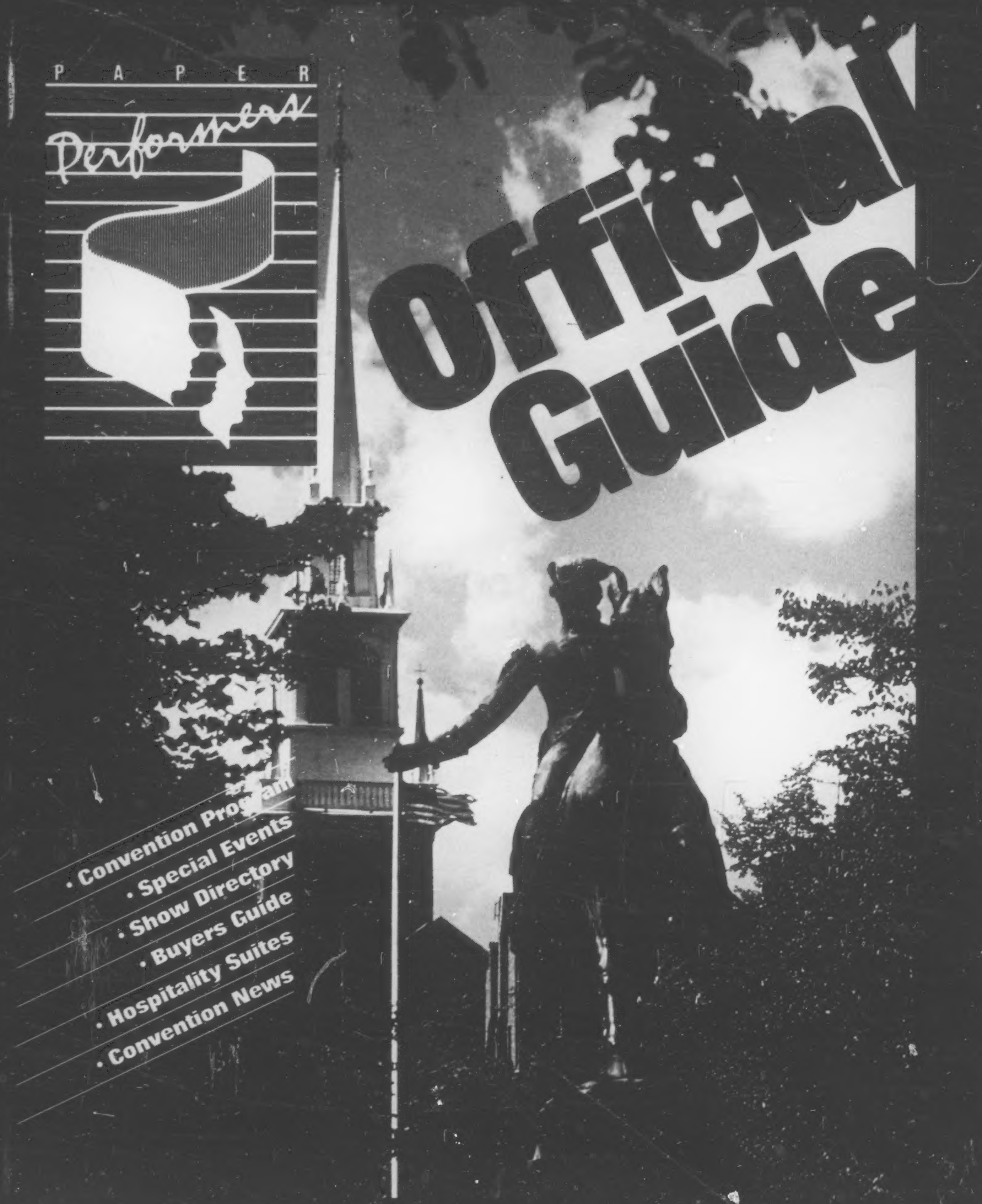
/ With our combination of services, and mill quality [illegible]
we provide precision sheeting, trimming, cartonizing, wa[illegible]
(free in truckload quantities up to 200 miles). And we do it your way [illegible]
Work with a converter who provides the custom service you and your customers [illegible]

/ To learn the complete United Paper story, send for our free 12-page full color brochure.
Or call us at /616/ 651-2337. In Chicago, Milwaukee or Minneapolis, /312/ 876-0615 /

United Paper, Inc.
PRECISION SHEETING FOR MERCHANTS AND MILLS
One United Drive, P.O. Box 399, Sturgis, Michigan 49091

PAPER
Performers

Official Guide



- Convention Program
- Special Events
- Show Directory
- Buyers Guide
- Hospitality Suites
- Convention News

There's only 359 Days Left to the 1987 NPTA Convention in Atlanta

Plan now to be there for the NPTA Convention, the Paper/Plastics & Allied Products Exposition, the Chairman's Luncheon and the many special events that will make the 1987 event a great industry experience for all who attend.

Exhibits

Contact: Ed Ruffing, show manager on the exposition floor to reserve your exhibit space for next year; or call him at 212-730-1050. Plan ahead—the 1986 show is sold-out.

Official Guide

Contact: Richard Lerman, director of advertising for *MN*, to reserve your space in the 1987 Official Guide to the Convention and Exposition. See him at the NPTA booth or call him at NPTA headquarters: 516-829-3070.

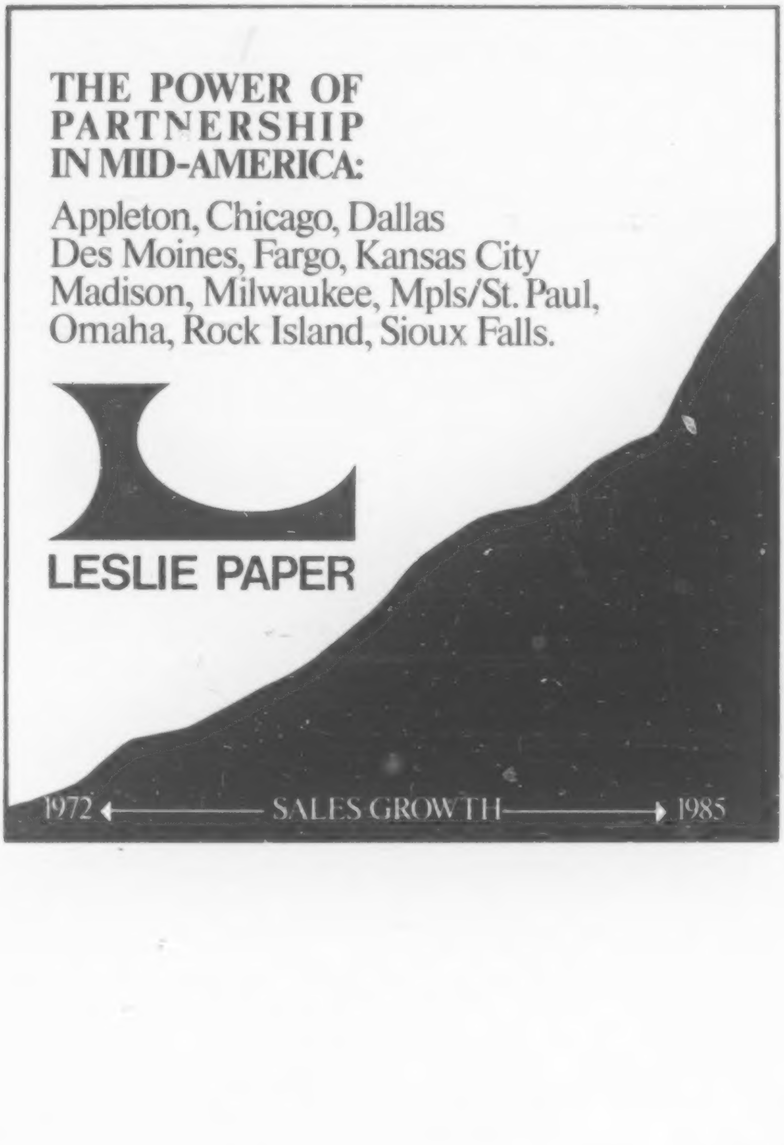
Membership

Membership in NPTA is limited to those companies that are primarily in the distribution of paper and allied products. If you are a paper merchant and not now a member of NPTA, join now and save the 1987 Convention Registration fee and gain the value of the many, many NPTA services.

1987 NPTA Convention **September 19-22**

Scherago Associates
1515 Broadway
New York, NY 10036
212-730-1050
Attn: Ed Ruffing

National Paper Trade Association, inc.
111 Great Neck Road
Great Neck, NY 11021
516-829-3070
Attn: Richard Lerman



THE POWER OF PARTNERSHIP IN MID-AMERICA:

Appleton, Chicago, Dallas
Des Moines, Fargo, Kansas City
Madison, Milwaukee, Mpls/St. Paul,
Omaha, Rock Island, Sioux Falls.

LESLIE PAPER

At the NPTA Show . . .
You can open the door
to new opportunities
at the Domtar suite,
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for a
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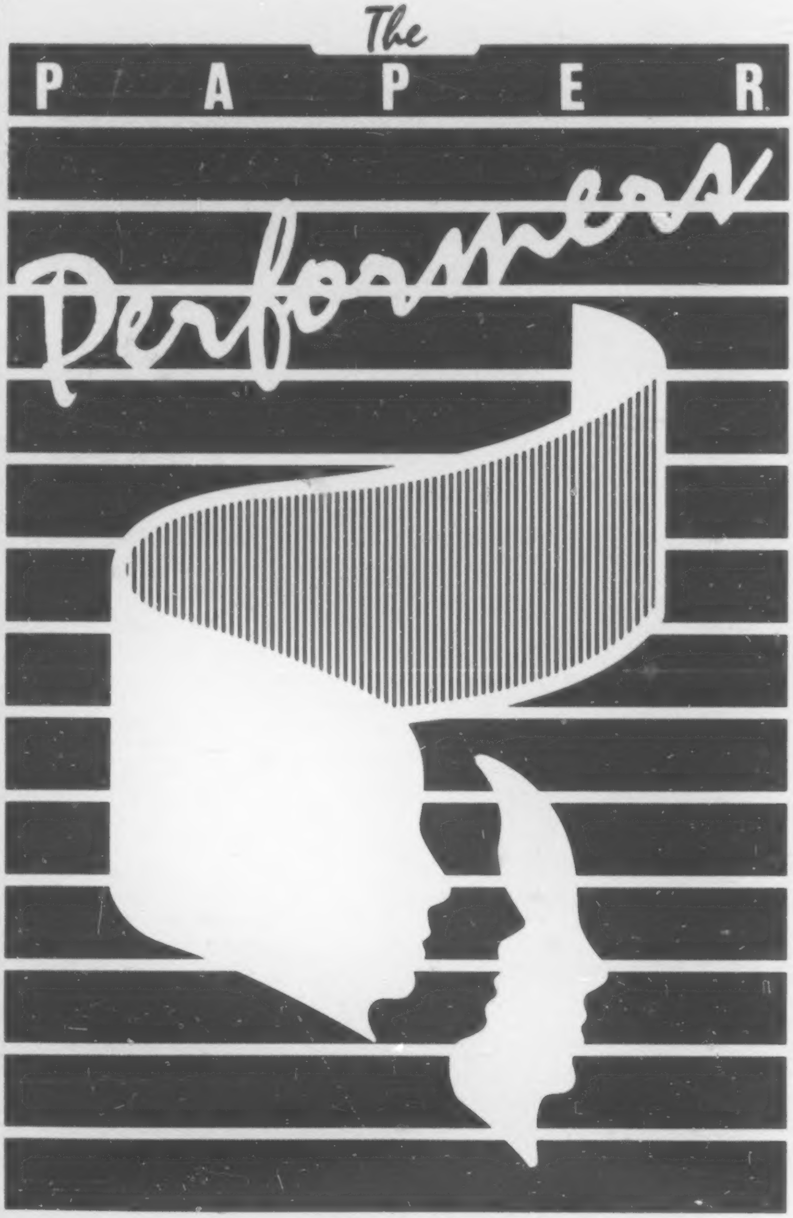
Michael B. Weir
NPTA Legal Counsel

The Paper Performers: A Very Special Event



It is with great conviction that the National Paper Trade Association selected "The Paper Performers" for its Convention theme this year. *People* are the driving force that make a paper distribution operation profitable, run efficiently, and address the needs of the marketplace. Without real performers, a company cannot guarantee its success.

"The 1986 NPTA Convention logo graphically illustrates the importance of people in our industry," said Richard W. Abrams, NPTA chairman who is president and CEO of West Coast Paper Company in Seattle, WA. "Paper distribution is an important part of our service economy and our people are the ones who make the whole system work. Plans for the Annual Convention call for the recognition of the people in our industry, the real performers, with a continued emphasis on education and training," Abrams said.

The 1986 Convention & Exposition will be the best ever. This is NPTA's first trip to Boston and many special events are planned that will make the 1986 Convention long remembered: The Chairman's Luncheon featuring the Stanley O. Styles Industry Excellence Award recipient and featured speaker General Alexander Haig.

The NPTA Annual Convention salutes the industry performers this year in Boston.

Paper/Plastics & Allied Products Exposition activities for 1986 will mark the 50th anniversary of the show. A special Wine and Cheese party and CEO Day will make this show a most memorable occasion.

The Convention program, as outlined in this issue of *MN,* demonstrates the importance of the individual to paper distribution activities. The sessions cover a great variety of important topics. Each and every person who attends should put the accent on education for themselves by attending all of the programs. Everyone can benefit.

To our customers:

**Please stop in . . .
say hello.**

**A visit to our
Westin Hotel suite
would be most welcome**

Nekoosa Papers Inc.
a company of
Great Northern Nekoosa Corporation

1986 Convention & Exposition

The
P A P E R
Performers

Exposition Hours

Saturday, September 13:
10:00 a.m.–5:00 p.m.

Sunday, September 14:
11:00 a.m.–4:00 p.m.

Monday, September 15:
8:30 a.m.–12:00 p.m.

The National Paper Trade Association, inc. is pleased to welcome all to the Association's 83rd Annual Convention. Paper merchants and their suppliers from every state in the Union and a dozen foreign countries will be in attendance.

For those not able to be at this important industry gathering, this issue of *MN* will serve as their Convention experience. Everyone will see the new products, find out who was in attendance, and learn about the great variety of educational programs.

Save this program and use it as a Buyer's Guide for future reference. There is a wealth of information contained in these pages for both paper merchants and industry suppliers.

Registration

Registration will be held in the Sheraton Boston Hotel on the second floor:
Saturday, September 13: 8:00 a.m.–5:00 p.m.
Sunday, September 14: 9:00 a.m.–4:00 p.m.
Monday, September 15: 8:00 a.m.–12:00 Noon

Fees

There are no registration fees for NPTA members and exhibitors, for either the Convention or the Paper/Plastics & Allied Products Exposition.

The admission charge to all Convention meetings and the Exposition for nonmember paper merchants and manufacturers' representatives is $55.00 per person. Individual admission badges may be purchased at the Nonmember Registration Desk on the second floor of the Sheraton Boston Hotel.

There is a registration fee for non-exhibiting manufacturers, converters and suppliers. Those companies that have not pre-registered may do so at the Manufacturers' Registration Desk in the registration area of the Sheraton. The fee is $350 per company. Five percent of the hotel room charge at official Convention hotels is being applied to offset association convention expenses.

NPTA Information Center

The NPTA's many member services and products will be featured at the 1986 Information Center located on the floor of the Show in the Constitution Room. Available will be membership applications as well as informational brochures on education and training programs, publication catalogs, statistical information programs along with a host of other services designed to aid merchants in sharpening their competitive edge as well as lowering their cost of operation.

Exposition Management

The Paper/Plastics & Allied Products Exposition Office is located in the registration area on the second floor of the Sheraton Boston Hotel.

Photography

The official photographer may be used by exhibitors. Photography service may be arranged by contacting the Exposition Management.

Special Events Desk

Tickets for all NPTA Special Events are available in the NPTA Registration Area. (Spouses Program, Young Executives Forum and the Chairman's Luncheon.)

Message Center

A message center with a receptionist and a large message display board will be located in the NPTA Registration Area.

Suite Information Center

The following organizations are all interested in obtaining suite information for redistribution during the Convention. They are: NPTA Information Center, Paper Age Convention Daily, Paper Sales Convention News, American Paper Convention Daily.

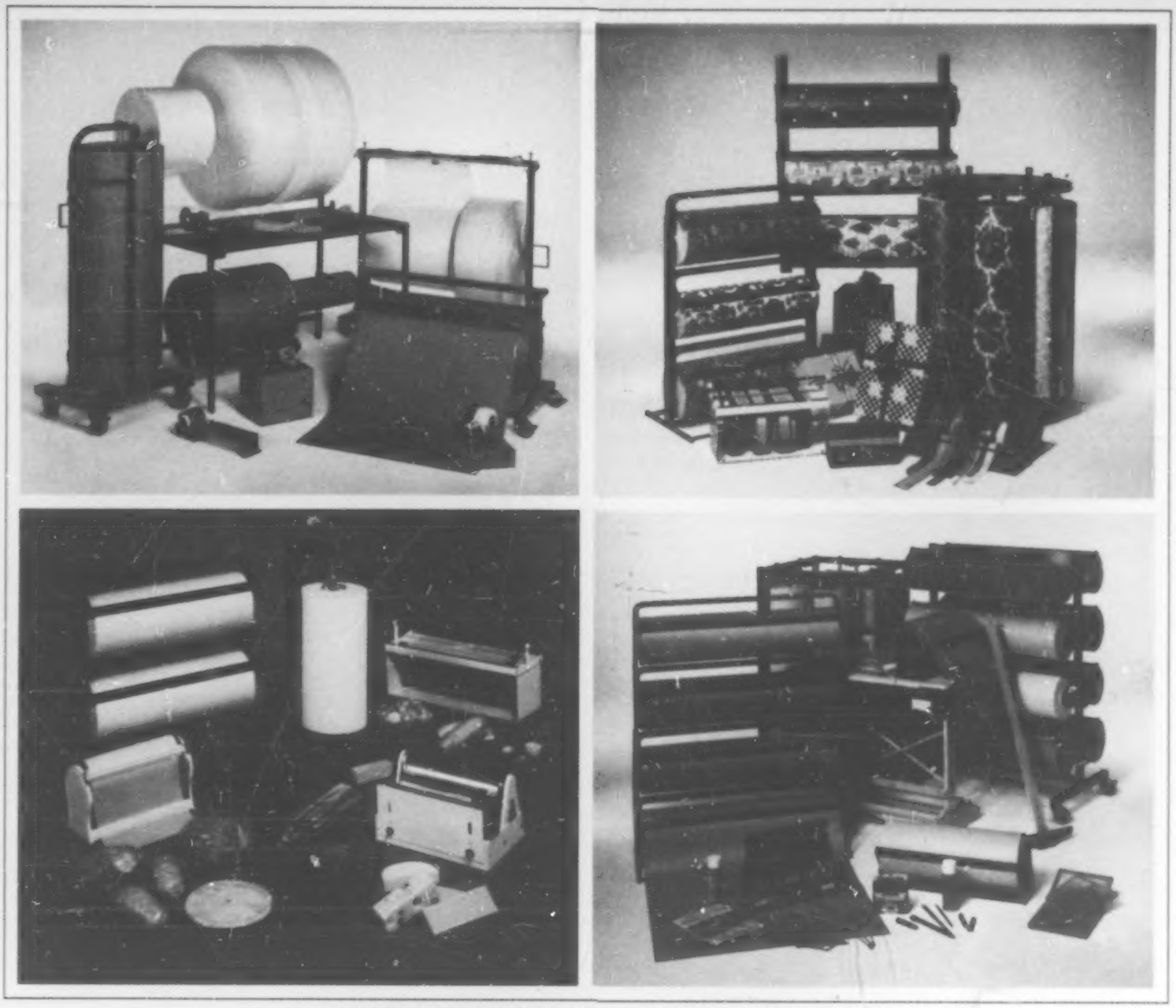
NPTA will distribute comprehensive lists daily of all official suite locations at the NPTA Information Center.

All companies occupying suites at official Convention hotels should contact the above publications after checking in to have their suite locations listed during the Convention.

For Your Dining Convenience

A Restaurant Reservation Desk is located in the NPTA Registration Area, second floor of the Sheraton Boston. They will be happy to make reservations and offer suggestions on the wide variety of excellent restaurants in Boston.

The reservation service will be available from 8:00 a.m. to 5:00 p.m. on Saturday, from 9:00 a.m. to 4:00 p.m. on Sunday and from 8:00 a.m. to 12:00 Noon on Monday.



DISPENSERS FOR EVERYONE

Somewhere near you there's a Bulman dispenser being used today. That's because we have made more roll dispensers in a wider variety, for more years, than any other manufacturer. And Bulman dispenser designs are being added or improved upon continuously.

Our dispensers are truly for everyone wherever gift wrapping, packing and shipping, industrial wrapping, food handling or school art activities are performed.

The Bulman line includes mobile and stationary multi-roll paper racks, wall and tower dispensers, vertical jumbo roll cutters, gift wrap and food film dispensers, hand tape dispensers, shipping label protection dispensers and dispensing cutter systems and tables for single face corrugated, films, plastic foam, air bubble cushioning and heavy paper.

Choose a high quality Bulman dispenser from more than 100 models and sizes. Dispensers, everyone?

▼▼▼BULMAN Products, Inc.

Bulman Products, Inc., 1650 McReynolds, N.W., Grand Rapids, MI 49504/Phone 616-363-4416

Hotels

The Copley Plaza Hotel	617-267-5300
Boston Marriott Hotel, Copley Place	617-236-5800
Sheraton Boston Hotel & Towers	617-236-2000
Westin Hotel, Copley Place	617-262-9600
Back Bay Hilton Hotel	617-236-1100
Four Seasons Hotel	617-338-4400
The Lenox Hotel	617-536-5300
The Colonnade Hotel	617-424-7000
Copley Square Hotel	617-536-9000

Sheraton Boston Hotel

	Floor
Constitution Foyer	2
Constitution Room	2
Republic A & B	2
Grand Ballroom	2
Independence Room	2
Exhibit Hall	Lower Level
Clarendon Room	3
Fairfax Room	3
Commonwealth Room	3
Exeter Room	3
Hampton Room	3
Gardner Room	3
Dalton Room	3
Berkeley Room	3
Conference Room	3

Westin Hotel Copley Place

America South	3

Hotel Services	**Extension**
Sheraton Boston Hotel & Towers	
Mail & Information	32
Concierge	39
Package Room	4264
Dinner Reservation	4153
Boston Marriott Copley Place	
Guest Service Deck	51
Information	0
Baggage Service	2
Banquet & Catering	6775
The Westin Hotel Copley Place	
Mail & Information	7075
Concierge	7672
Room Service	2
Banquet Houseman	7974

FOR YOUR DINING PLEASURE

The following dining rooms in the Sheraton Boston, Marriott Copley Place and the Westin Hotel Copley Place will be open during the Convention.

Sheraton Boston Hotel

1st Floor

MASS BAY LOUNGE

Sun.–Sat.	11:00 a.m.–2:00 a.m.	Cocktails
Sun.–Sat.	11:00 a.m.—11:00 p.m.	Raw Bar

KON TIKI

Mon.–Sat.	5:00 p.m.–11:30 p.m.	Dinner
Mon.–Sat.	5:00 p.m.–1:30 a.m.	Lounge

(Closed Sundays)

TURNING POINT

Daily	11:00 a.m.–11:00 p.m.	Lounge
Mon.–Fri.	4:00 p.m.–7:00 p.m.	Free Hors d'ouevres
Sun.–Sat.	5:00 p.m.–11:00 p.m.	Live Entertainment

2nd Floor Plaza Lobby

EDIBLE EXPRESS

Sun.–Sat.	5:30 a.m.–8:00 p.m.	Take Away Food

BOYLSTON PARK CAFE

Sun.–Sat.	6:30 a.m.–11:00 a.m.	Breakfast
	11:30 a.m.–2:30 p.m.	Luncheon
	2:30 p.m.–5:30 p.m.	Light Luncheon
	5:30 p.m.–10:30 p.m.	Dinner
	11:00 a.m.–11:00 p.m.	Cocktails

DOUBLES

Tues.–Sat.	5:00 p.m.–2:00 a.m.	Lounge
Tues.–Sat.	8:00 p.m.–1:00 a.m.	Live Music/Dancing

5th Floor

POOLSIDE SNACK BAR

Mon.–Sun.	10:00 a.m.–6:00 p.m.	Light Menu

29th Floor Towers' Guests Only

TOWERS LOUNGE (*PRIVATE*)

Daily	6:30 a.m.–10:30 a.m.	Continental Breakfast
	11:00 a.m.–10:30 p.m.	Cocktails

ROOM SERVICE

Daily	7:00 a.m.–10:30 a.m.	Breakfast
	7:00 a.m.–10:00 a.m.	Door Knob Orders
	11:30 a.m.–10:30 p.m.	All Day Dining
	10:30 p.m.–7:00 a.m.	Late Night Dining

Marriott Copley Place

2nd Floor

GOURMELI'S

Mon.-Sat.	6:30 a.m.–9:30 a.m.	Breakfast
Mon.–Sat.	11:30 a.m.–2:30 p.m.	Luncheon
Daily	4:00 p.m.–2:00 a.m.	Evening Menu

THE TERRACE BAR

Mon.–Sat.	12 Noon–8:00 p.m.
Sun.	11:00 a.m.–5:00 p.m.

SINGLETON's

Daily	6:30 a.m.–2:00 p.m.	Breakfast and Lunch

THE CONSERVATORY

Mon.–Fri.	3:30 p.m.–2:00 a.m.	Cocktails
Sat.	7:30 p.m.–1:00 a.m.	Cocktails

(Closed on Sunday)

ROOM SERVICE

Daily	5:30 a.m.–1:30 a.m.

The Westin Hotel Copley Place

Located on First Level

THE BRASSERIE

Daily	6:30 a.m.–11:00 p.m.	Breakfast
Daily	11:00 a.m.–11:00 p.m.	Lunch and Dinner
Daily	11:00 a.m.–11:00 p.m.	Cocktail Service

ROOM SERVICE

Daily	24 hours

THE NATIONAL PAPER TRADE ASSOCIATION . . .

The Voice of the Paper, Plastics & Allied Products Industry

The National Paper Trade Association is a non-profit wholesale trade association. Since its founding in 1903 it has served as the industry's national representative in member training, educational assistance, legislative representation and other member services. Through the years, the NPTA has become the established voice of the paper, plastics and allied products, industry serving its 1800 members in the United States, Canada and more than 30 other countries as the vital communications link and communications source.

The Association's membership represents over 26 billion in annual sales.

The Association serves its membership by providing an Annual Convention & Exposition, numerous publications including the monthly *MN (Management News)* magazine, industry financial report such as "PAR" (Performance Analysis Report) and *Paper Merchant Sales Report.* Numerous educational seminars and workshops tailored to the needs of member merchants, industry research reports, legislative representation and an extensive member benefits program are also provided. The Association is also a forum for the sharing of timely ideas and issues pertinent to the industry.

NPTA has gained its strength from its devoted membership. These companies participate in constructive dialogs, idea exchanges and help create a better industry for all.

MISSION STATEMENT of NPTA:

The National Paper Trade Association will continue to be viewed as a leading industry trade association by paper, plastic and allied products distributors and suppliers, and as the organization assisting the member companies toward more productive and profitable operations.

Future NPTA Convention and Paper, Plastics and Allied Products Exposition Dates

1986 - September 13-16, Sheraton-Boston, Marriott Copley Place, Boston
1987 - September 19-22, Westin Peachtree Plaza, Atlanta
1988 - September 17-20, Hyatt Regency Hotel, Chicago

Convention Program

Members, registered nonmember merchants and manufacturers' representatives, as well as exhibitors, manufacturers, and their spouses are invited to attend all meetings and workshops (except where noted).

Michael Ibison

The
PAPER
Performers

Saturday, September 13

Creating the Successful Environment

10:00 a.m.–12:30 p.m.

Republic A & B, Second Floor
Sheraton Boston

Chairman: Michael K. Olthoff, vice president, Nichols Paper & Supply Company, Muskegon, MI.

Featured Speaker: Michael Ibison, Consultant and Management Development Specialist

A Young Executives Forum Program: Open to All

The thrust of this two and one-half hour session, open to all Convention attendees will be to demonstrate how management becomes a major influence on employee performance. **Michael Ibison**, noted consultant and management development specialist will discuss the realities of motivation, workable steps toward creating a more motivated environment and personal recognition of management style. Given the need for more productive employees, he will discuss how that style can positively and negatively influence productivity and motivation.

Young Executives Luncheon

12:30 p.m.–1:30 p.m.

Fairfax, Third Floor
Sheraton Boston

This special luncheon for members of the Young Executives Forum (YEF) is an opportunity for up-and-coming managers to meet and share experiences. Tickets are required: $35.00 each.

YEF Workshop—The Young Executive's Role in Managing for Top Performance

YEF Members Only

1:30 p.m.–2:30 p.m.

Fairfax, Third Floor
Sheraton Boston

In this closed session, **Michael Ibison** will present a logical expansion of the morning's program. Ibison will discuss the real impact of reward systems, both formal and informal, how to determine whether managers are rewarding the right behaviors, effectively establishing performance expectations with employees and steps toward managing those expectations. This session is structured to be interactive, allowing for YEF member participation in the discussion.

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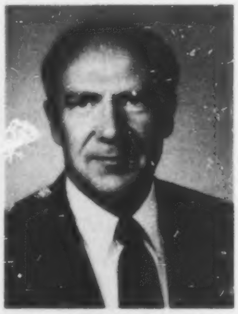

Thomas E. Costello

Warren Wilson

Retail Packaging: A New Frontier for Paper Merchants?

3:00 p.m.–4:30 p.m.

Republic A & B, Second Floor
Sheraton Boston

Chairman: Francis J. Houlihan, president, Fleetwood Paper Company, Franklin Park, IL

Featured Speakers: Thomas E. Costello, vice president, marketing, Dixon Paper Company.
Rick Norton, national sales manager, Berwick Industries, Inc.
Warren Wilson, Director of Purchasing, McRae's, Inc.
Bill Bradfield, president, St. Clair Pakwell.

According to the latest U.S. Census Bureau's Economic Census, American manufacturers of retail packaging are producing $5.4 billion worth of paper and plastic shopping, merchandise and grocery bags and sacks as well as gift wrap papers. Add to this what is being imported from overseas and the result is a terrific market!

Bill Bradfield

This year the NPTA Industrial Paper Division presents a session on the components of this business and how to get started in it.

Tom Costello, Vice President of Marketing for Dixon Paper Company, Denver, will speak to the distributor side of this business. **Bill Bradfield**, President, St. Clair Pakwell, Bellwood, IL will speak on the manufacturer/supplier issues, and **Warren Wilson**, Director of Purchasing for McRae's, Inc., a large independent chain of Department Stores, will discuss the buyer side. **Rick Norton**, of Berwick Industries will also be on hand.

The discussion will center on the pros and cons of selling this product line, what some of these products are, who they are marketed to and what preparation is needed to handle these lines. From the customer side, what they look for from the distributor, how they select the kind of packaging they buy, and what special services they require from their distributor are explored.

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Sunday, September 14

General Business Session

10:00 a.m.–11:30 a.m.

Grand Ballroom, Second Floor

Sheraton Boston

Chairman: Richard W. Abrams, president, West Coast Paper Co., Seattle, WA

Featured Speakers: Dr. Barry Asmus, Economist
Captain James Lovell, veteran astronaut

Always a most informative program, this year's General Business Session will include presentations by two very prominent speakers. **Dr. Barry Asmus** is a well-known authority on economics whose common sense approach has demystified the subject for audiences around the country. The response to his presentations has been nothing short of "sensational." Convention goers will not want to miss his special insights into our current economic issues.

Captain James Lovell is a veteran astronaut who piloted Gemini 7 and 12 missions, Apollo 8 (man's first voyage to the moon) and was commander of Apollo 13—America's ill-fated moon shot that was cut short by an oxygen tank explosion. He knows the dangers of space exploration first-hand and his experiences have captivated audiences throughout the world.

Captain James Lovell

Dr. Barry Asmus

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NPTA Annual Business Meeting

Members only

11:30 a.m.–12:00 Noon

Commonwealth, Third Floor
Sheraton Boston

Presiding: Richard W. Abrams, president, West Coast Paper Company, Seattle, WA; NPTA Chairman of the Board.

The Annual Business Meeting of the National Paper Trade Association is an opportunity for members to learn of the activities of the Association in the past year. It is also a time to help forge the direction the Association will take in the industry. New Board members and officers will be elected at this meeting.

Richard W. Abrams

Monday, September 15

The World Report: A Global Look at Printing Paper

10:00 a.m.–12:00 Noon
America South, Third Floor
Westin Hotel

Featured Speakers: Jacob Handlesman, Director, International Research and Service of American Paper Institute
Norman Wiener, Walker-Wiener Associates
Jack Pais, Haseldonckx and secretary general of EUGROPA
Robert E. McAvoy, president of S.D. Warren

Norman Wiener

Robert McAvoy

In the past three years, paper distribution has become a world market. International developments—both economic and political—have affected paper distributors in their own backyards. "The World Report" will give the paper merchant a better understanding of how activities on other parts of the globe are affecting his marketplace. Many experts say that if you are not aware of the world view of printing paper—you should be.

The major emphasis of this presentation by a noted international panel of experts will be: import/export forecasts, competitive advantages of a variety of countries and the changes taking place in Europe that will affect US markets. They will offer opinions about the long-term significance of this trend and its likely effects.

The program, "The World Report: A Global Look at Printing Paper," will be a two-hour review of the world-wide affairs of the paper community that affect U.S. paper distributors. As NPTA's chairman of the Printing Paper Division Fred Stabbert put it, "This program is designed to be a 'weather report' on the changing climate of the paper industry."

Jacob Handlesman

Jack Pais

In 1985, for example, the United States saw a 4.4% increase in paper imports which came on the heels of a strong 1984. Leading the way (excluding newsprint) were coated grades. The newly gained market position of imports in the American marketplace is likely to be maintained, reports Norman Wiener of Walker-Wiener Associates who specializes in the international paper scene.

Will American paper distribution ever be a "local" market again? Questions will be invited from the floor. This program is a presentation of the Printing Paper Division of NPTA.

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For further information and a demonstration, visit us during the N.P.T.A. convention at the Boston Marriott Copley Place on Sunday and Monday, September 14th and 15th.

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The Chairman's Luncheon

Alexander Haig on Luncheon Program

Howard Ris

1986 Stanley O. Styles Industry Excellence Award Winner

Stan Styles

The man for whom the award was named

The Paper Performers' Reception

12:00 Noon–12:30 p.m.

Republic & Foyer, Second Floor
Sheraton Boston

As a prelude to the Chairman's Luncheon, this cash bar reception is an opportunity for all at the Convention to meet and greet one another.

The Chairman's Luncheon

12:30 p.m.–2:30 p.m.

Grand Ballroom, Second Floor
Sheraton Boston

Chairman: Francis J. Houlihan, president, Fleetwood Paper, Franklin Park, IL

Featured Speaker: General Alexander M. Haig, Jr.

The highlight of the 1986 Convention and Exposition is the annual Chairman's Luncheon, the proceeds of which will go to support the Paper And Plastics Education Research (PAPER) Foundation. This gathering will feature two very important presentations. The first is the 1986 Stanley O. Styles Industry Excellence Award that will be given to **Howard Ris**, chairman emeritus of his paper company. The presentation of this Award has become a momentous occasion for paper distributors and suppliers alike. Its heritage is noteworthy having been received by **William Zellerbach** and **Albert Duval** in the past two years.

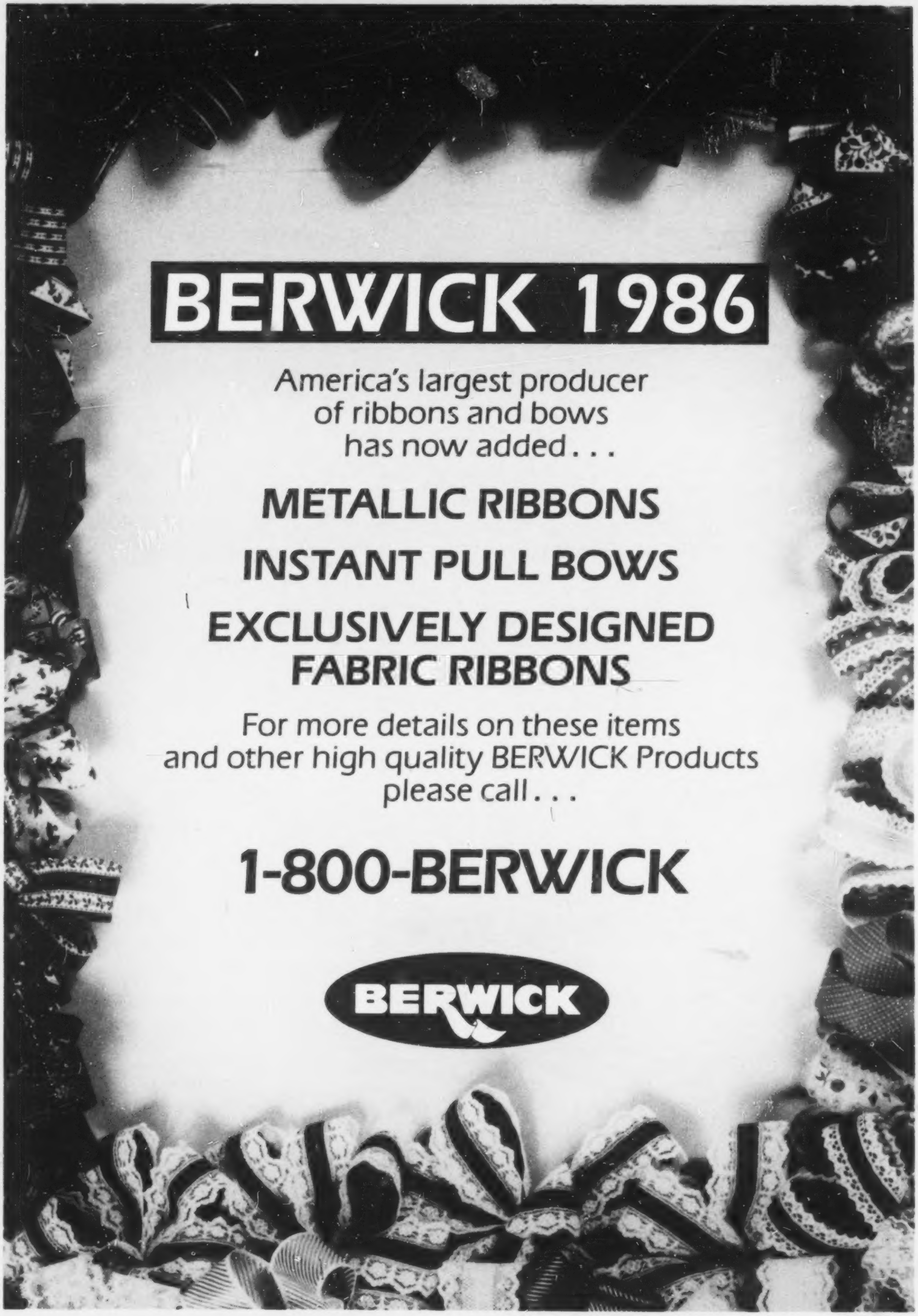
The second part of the event will be the presentation to be made by our nation's former Secretary of State General Alexander Haig. His presentation will involve the "Challenges for the Future: American Domestic and Foreign Policy. Luncheon participants will be treated to a rare, insightful analysis of current events by one of America's great statesmen. Plan now to be there as General Haig discusses America's role in world affairs and his own political aspirations.

The Chairman's Luncheon is a very special event and Convention registrants are encouraged to purchase tickets early. Luncheon tickets may not be available on-site. Tickets are $75.00 each. Proceeds from the luncheon will go to support the PAPER Foundation. Tables for 10 are $750.00.

General Alexander M. Haig, Jr. has been in the vortex of contemporary political, economic and military affairs and closely associated with matters related to the vital interests of the free world for the past twenty-five years. A charismatic leader not only known and respected throughout the Western Hemisphere, but in both Eastern and Western Europe, Asia, Africa and the Middle East, General Haig is known for his dynamics in public speaking. An activist, a mover and doer, one who accepts challenges and calls the shots as he sees them, he is the author of his latest initiative—a book entitled: *Caveat—Realism, Reagan and Foreign Policy,* a reflection on his term as Secretary of State.

As a speaker, he brings a wealth of background and views based on a variety of military service at home (in the Pentagon) and abroad (Japan, Korea, Europe and Vietnam); and Deputy Assistant to the President for National Security Affairs, as a personal emissary of the President to negotiate the Vietnam cease-fire, and the coordinator for preparations of President Nixon's historic visit to China. As the former White House Chief of Staff, his four-year tenure as the Supreme Allied Commander, Europe and more recently as Secretary of State, General Haig brings to any audience the realism associated with the main problems faced by the world politically economically, militarily and socially.

General Haig is the recipient of numerous military decorations, including the Distinguished Service Cross, and has received decorations from the governments of many other countries. He will speak to the paper distribution industry about his vast experiences in public life, east-west relations and his plans for his political future.



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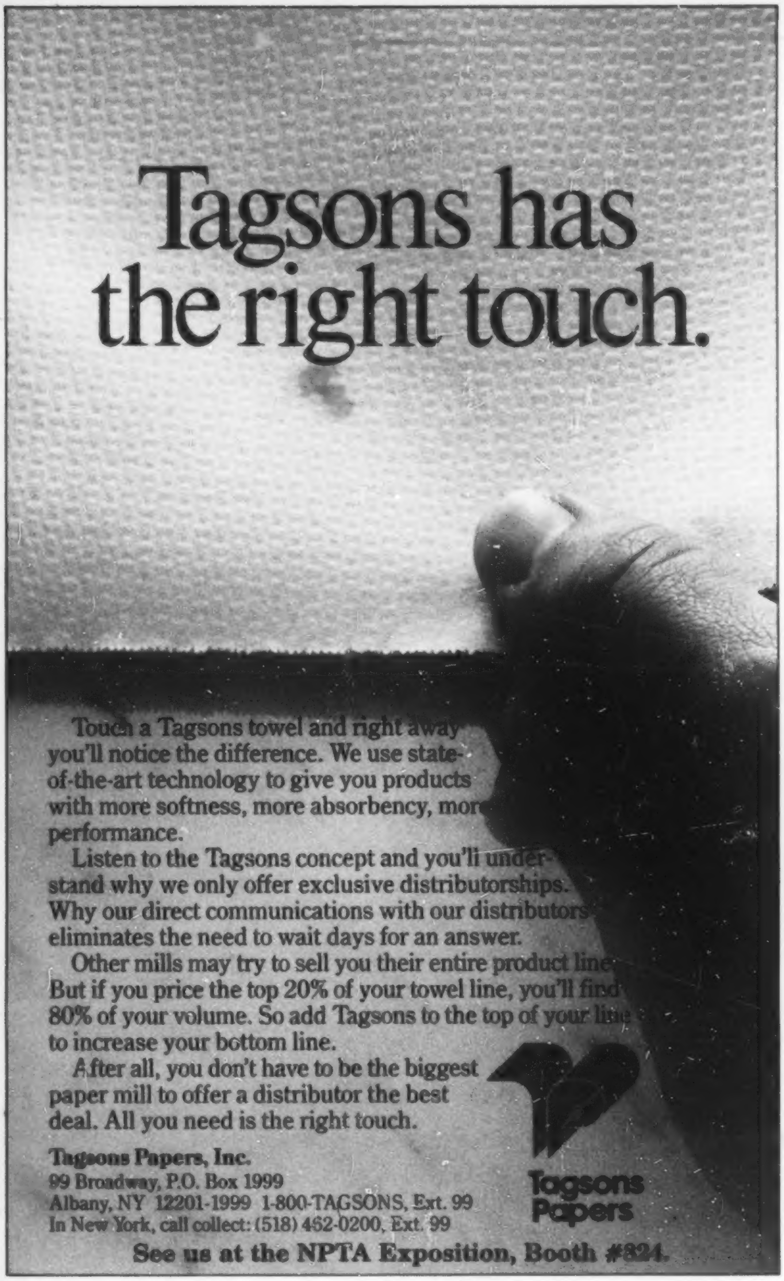

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See us at the NPTA Exposition, Booth #824.

Monday, September 15

continued

The Party Store Concept: A Discussion on Current Conditions and Developments

2:45 p.m.–4:30 p.m.

Republic B, Second Floor
Sheraton Boston

Chairman: James B. Brame, Jr., chairman of the board, Brame Specialty Co., Durham, NC

Featured Speakers: Jim Kent, chairman of Associated Paper and Supply Co.
Michael E. Williams, president Associated Paper and Supply, Inc.
Barry R. Perlis, assistant to the president, S. Freedman & Sons, Inc.

Jim Kent

Michael E. Williams

Barry R. Perlis

During the past five years, hundreds of retail paper distribution stores have been opened by paper merchants and these represent assortment of types: printing papers, office supplies, office equipment, and industrial supplies. No store concept has been more popular than the party store, with its wide range of products.

This area of distribution has its own set of opportunities and problems. **Jim Kent**, chairman of Associated Paper and Supply Co., Lithonia, GA, and president of Partyland Stores, a seven store chain in Georgia, will lead a panel discussion of the development in this segment of the retail paper business.

Michael Williams, president Associated Paper and Supply, Inc. and **Barry Perlis**, assistant to the president of S. Freedman & Sons will talk about their experiences in retail paper sales.

Tuesday, September 16

The
PAPER
Performers

The Customer Signs Your Pay Check

9:00 a.m.–11:00 a.m.

Independence, Second Floor
Sheraton Boston

Featured Speaker: Frank Cooper, consultant, author

Frank Cooper

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Customer service is the name of the game for paper distributors. Frank Cooper, the presenter of this session, wants everyone to remember that "The Customer Signs Your Pay Check." He is a specialist in customer relations and successful selling techniques.

Good customer service is a demonstration of going that extra mile. Frank Cooper is a proponent of always doing just a little bit more than is expected. The result? Greater respect from customers and increased business. He will speak of many useful techniques to improve a company's customer service program.

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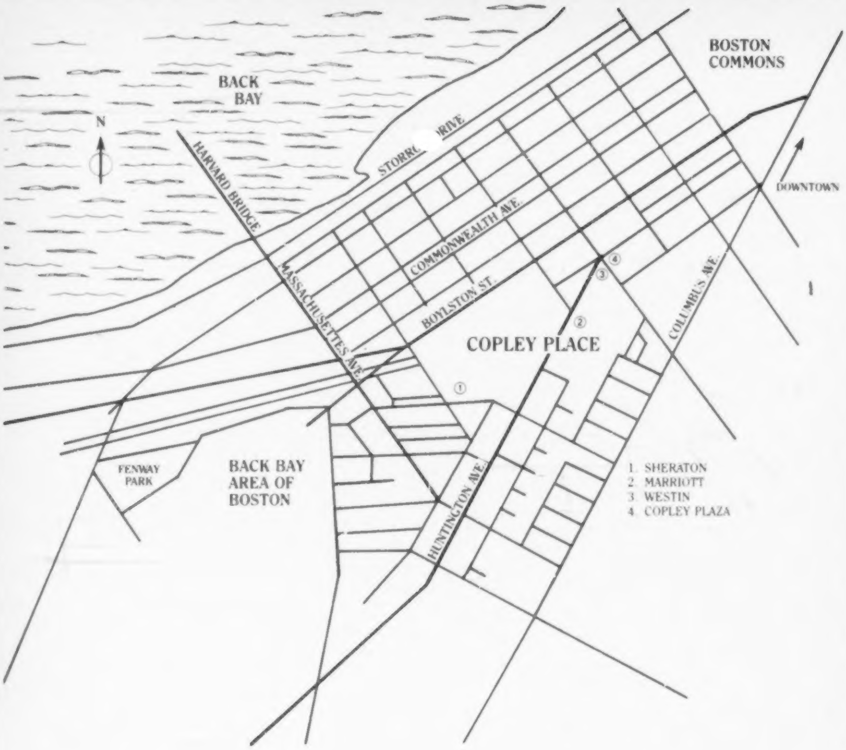
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HUNTINGTON AVE.
1. SHERATON
2. MARRIOTT
3. WESTIN
4. COPLEY PLAZA

How to Keep the Company Pond Stocked with the Right People

9:00 a.m.–11:00 a.m.

Republic B, Second Floor
Sheraton Boston

Chairman: Walter Moore, president, Unijax, Inc., Jacksonville, FL

Featured Speaker: Jerry G. Kelley, president J. G. Kelley Associates

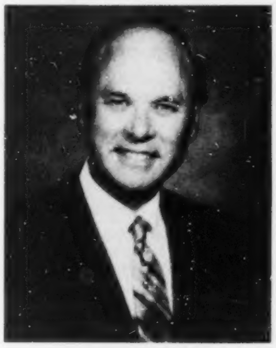
The human resources component of the paper distribution industry continues to grow in importance. Having the right person to fill an unexpected opening, or to take advantage of a new opportunity does not happen by accident. It requires strategy, planning, and a little luck.

Jerry Kelley, president of his own human resources management company, was formerly director of human resources for Unijax, Inc. His 20 years of experience in personnel matters will make this an important program for all managers.

Come hear how your firm, big or small, can be well positioned to develop "The Paper Performers" of tomorrow.

Tuesday, September 16

continued



Jerry G. Kelley

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Becoming the best in the printing paper business requires more than a commitment to the product. It also means making sure that your customers know about Georgia-Pacific paper. That's why we are supporting you with promotional pieces and a strong advertising campaign. Because our commitment to becoming the best is really a commitment to you.

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And now there's

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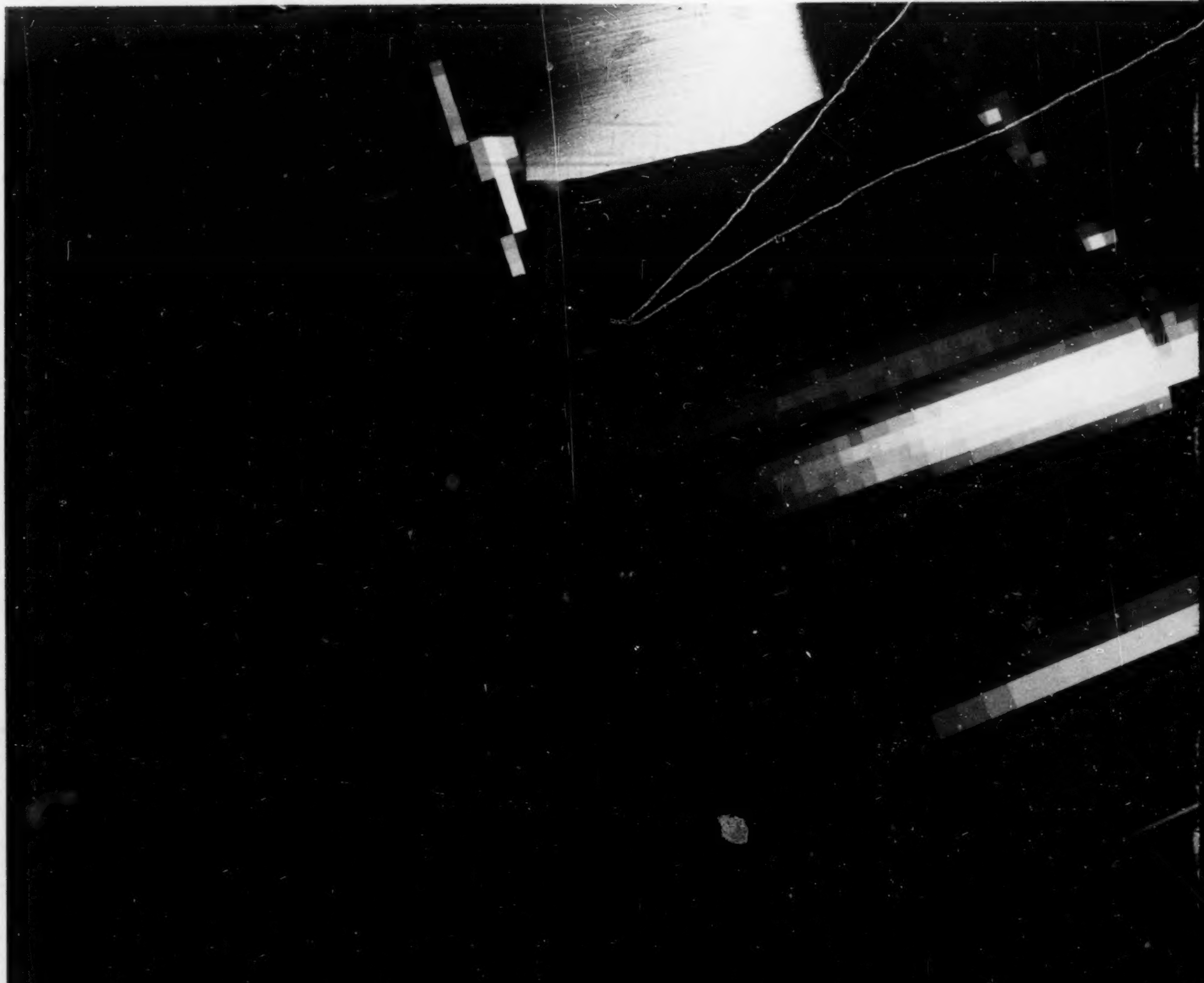

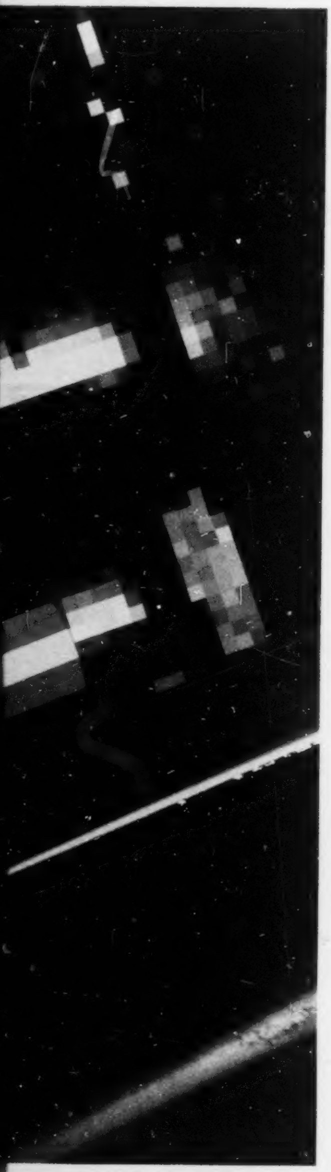

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The
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Performers

FRIDAY, SEPTEMBER 12

12:30 p.m.–4:15 p.m.

INTRODUCTION TO BOSTON TOUR AND LUNCH AT THE WINERY: If it is your first trip to Boston or if you have never taken the time to really see the sights, this tour is the right one for you. From old Boston's Beacon Hill and the North End to the Prudential Center and New Boston, this introductory whirl will give you a better understanding of Boston's place in America—past, present and future.

Sites along the Freedom Trail, the world-famous walking tour created for the Bicentennial, will give all a glimpse of the city's old world charm. One stop on the trail, Old North Church, is where Paul Revere received his message. A short review of the historic events leading to the American Revolution will be heard in the church by Convention Spouses; then, on to other points of interest such as "Old Ironsides," Faneuil Hall and Quincy Market.

Along the route, a stop for lunch at the Winery will fit the mood of the day perfectly. This famous restaurant is located in the Pilot House on Boston's waterfront at Lewis Wharf. It specializes in fresh seafood and steaks in a setting reminiscent of Old Boston: outdoor gardens and the retired Lightship "The Nantucket" are in view. Convention Spouses will be surprised by this charming North End restaurant on the Freedom Trail.

All in all, this outstanding tour of Boston should not be missed. (It will be repeated on Saturday without lunch.) *Tickets are required: $37.00 per person.*

SATURDAY, SEPTEMBER 13

CHOOSE ONE

- **Introduction to Boston Tour (repeated)—without lunch**
  1:00 p.m.–4:00 p.m.
- **John F. Kennedy Library Tour**
  12:30 p.m.–4:00 p.m.

The John F. Kennedy Library exhibit is not a conventional museum. The exhibit begins with a 25 minute film on JFK to remind visitors—those who knew him and those who are too young to remember—what he looked like and how he sounded. The experience continues with a chronology of exhibits which explore specific themes in the life of John F. Kennedy and members of his family.

All the exhibits are designed to be educational. Some portray the personal side of JFK, others illustrate his public career and convey a sense of the political and governmental process in this country. One of the more interesting exhibits traces JFK's heritage in Ireland and Boston, then describes his youth, education and experiences in World War II.

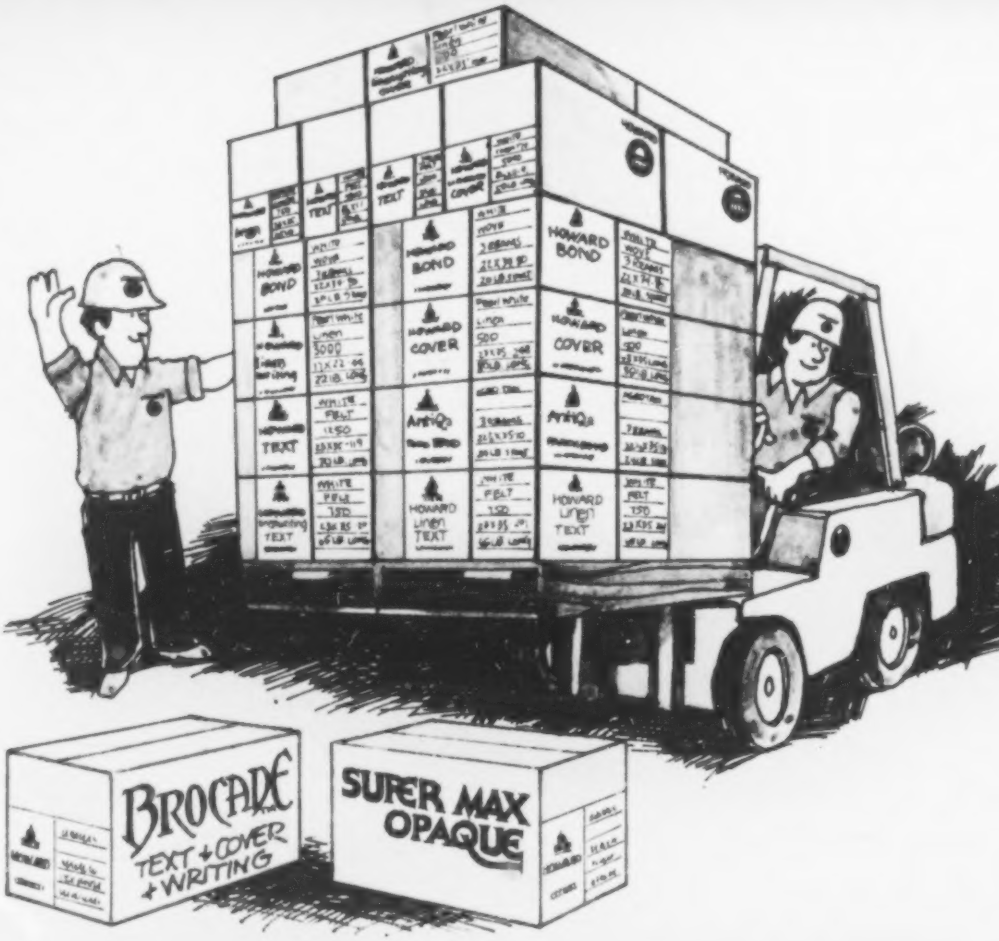
Occupying approximately 18,000 square feet, the exhibit contains more than 500 photographs—many unpublished and collected from personal albums. There are over 1000 objects and graphics documenting the exhibit themes.

Lunch will not be served on this tour. *Tickets are required: $18.00 per person for either tour.*

SUNDAY, SEPTEMBER 14

12:00 Noon–4:00 p.m.

BOSTON'S SOUTH END HOMES TOUR AND LUNCH: Boston men returning from the Civil War found in the South End an area of new beauty and exciting activity. In America's residential plan, graceful rows of red brick, bow front town houses were being built on land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newly reclaimed from the murky waters of the old Back Bay. Streets were often arranged to overlook tree shaded parks, reminiscent of London's squares.

Private homes in this section of the city will be opened especially for you. These 1860 Victorian town houses have been restored to charming efficient living for the 1980s. Guests will see the dramatic treatment of skylight windows, marble fireplaces, carved woodwork and moldings of unusual design. Stained glass windows and an open space feeling, without destroying elegance, reflects itself in so many of these homes. The gardens, from rooftop ones to the red brick patterned formal ones in the rear, show an ingenious use of space in the city. It is a true Renaissance in this part of Boston.

Luncheon is planned for a quaint restaurant in the historic South End that will be most fitting to this wonderful experience. *Tickets are required: $40.00 per person.*

MONDAY, SEPTEMBER 15

9:15 a.m.–11:45 a.m.

MASTERING THE PUBLIC SPOTLIGHT: From 9:15 a.m.–9:45 a.m. an elegant Continental Breakfast will be served. Then for the next two hours, Arnold Zenker, communications specialist and consultant on public image, will present "Mastering the Public Spotlight."

Public and private figures alike must appear in the public spotlight from time-to-time. Whether it is speaking to a group or conducting a business meeting, the person in the spotlight paints a picture of himself for his audience.

Arnold Zenker has worked with corporate executives and industry leaders to enhance their image when in the public eye. He will give Convention Spouses a behind-the-scenes understanding of how the images of powerful people are made and how they can be destroyed. If you have ever wondered about how famous people are coached to handle the pressure of public life and still look at ease, "Mastering the Public Spotlight" will give you the answers. Questions will be entertained by Mr. Zenker as time permits.

Note: Over the years, Convention Spouses have asked that NPTA provide programming that would be in addition to the regular tours. This special program on communications is the result. *Tickets are required: $20.00 per person.*

CHAIRMAN'S CORNER

Welcome and Thanks!

This is our second Annual Convention issue of NPTA *Management News*, the Official Convention Guide. Significant planning and preparation have been dedicated to the Convention and Exposition and to this issue of *Management News*. Please use it as a helpful guide and informational tool.

To those of you already in Boston, welcome! To those of you about to depart for Boston, have a good trip, we look forward to seeing you. To those of you staying at home, possibly this is the time to make plans for Atlanta in 1987, September 19–22.

Most of my columns this year have focused upon the importance of people; upon how we work together, how we train and educate, how we appreciate. This mission and focus of NPTA is upon people and how we can support and help our membership progress. Information flow—our magazine, the monthly sales report, the Quarterly Business Conditions Report, the annual PAR Report—are tools to help us all be better prepared with information. Education and training—the various seminars, Printech Week, our management development course, the Young Executive's Conference, our Convention sessions—tools to help stimulate our learning and further our knowledge. And, thanks to so many of you who have pledged and made contributions, we can announce that our dream of an Endowed Research Chair is a reality of the PAPER Foundation. Our generation and future generations of paper merchants will reap the benefits of industry specific studies at the University of North Florida.

At this time many words of thanks are in order. My thanks to our volunteer leaders who so ably plan and direct our various efforts, willingly giving of their time, talent and energy. My thanks to John Buckley our president and to our professional staff who are always there to make things happen with minds focused upon what will benefit us as members. My thanks to all the employees of the West Coast Paper Companies whose dedication and hard work have made it possible for me to give of my time for our Association. My thanks to my family for being so supportive and understanding and to my mother and dad for giving me paper fever and a love for people. And most of all, many thanks to all of you for giving me the opportunity to serve as your chairman. I have given so little and gained so much.

Looking ahead, I will be leaving Boston knowing our Association is in excellent hands. Fran Houlihan is an outstanding person, a great leader. My congratulations Fran, lead us on!

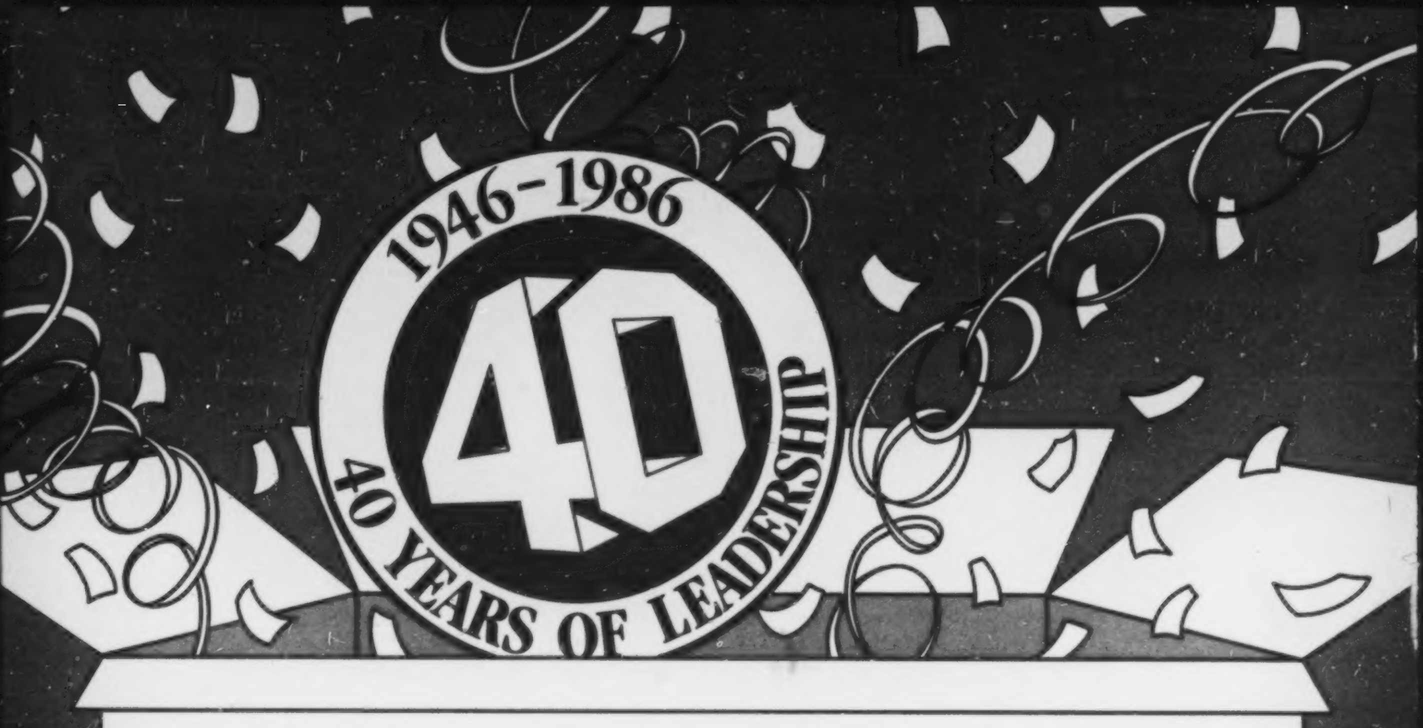
R W Abrams

Richard W. Abrams
NPTA Chairman

NPTA Official Registration Hours

In the Sheraton Boston Hotel

Saturday, September 13: 8:00 a.m.–5:00 p.m.
Sunday, September 14: 9:00 a.m.–4:00 p.m.
Monday, September 15: 8:00 a.m.–12:00 Noon



THANKS FOR THE BEST 40 YEARS OF OUR LIFE.

August, 1986 marks Thacker Container Company's 40th year as the leading manufacturer of stock corrugated and paper packaging products. We would like to thank you, our distributors, for making it all possible.

Your continued support for the past 40 years has been the key element in our success. We'd like to think that our sincere commitment to quality and service has helped pave the way for that success, too.

Thacker Container Company has a strong commitment to your future. A commitment that includes sales training and a continually expanding line of new products and product support literature.

Part of our dedication to providing total support to our distributors, and perhaps most important to you, is that we will never compete with you for business.

After all, if it weren't for you, we wouldn't have a 40th anniversary to celebrate!

"Thanks again for 40 great years!"

Barney Thacker

Barney Thacker

R. J.

Bob Thacker

Tom

Tom Thacker

THACKER

Los Angeles • Dallas • San Francisco
Phoenix • Salt Lake City

Boston Paper Trade Celebrates

The Civil War was fresh in the American consciousness when in 1886, a group of paper industry leaders met. The Indian Wars out west were making headlines in Boston as those men sat together and drew up a statement of purpose for a new organization: "The object of this Association shall be to hold meetings which shall bring together the manufacturers and merchants of the paper industry in and around Boston, so that they may discuss matters of interest to the trade."

The former governor of the State of Massachusetts, Alexander H. Rice, presided at that meeting and was elected as the first president of the fledgling Boston Paper Trade Association. From 30 charter members in 1886, one hundred years later, the number now exceeds 200.

A Time to Remember

Over the years, the paper industry has seen enormous growth. The Boston Paper Trade Association, representing the interests of that corner of the world, has kept its membership abreast of a changing industry.

The 100-year span has seen 66 presidents of the association. Its current chief, Frank Viegas, president of The Dowd Company of Woburn, MA, is past-chairman of the National Paper Trade Association—an organization itself that was begun in 1903. His work on behalf of both groups has been noteworthy. "I have appreciated the opportunity to serve my industry both locally and nationally," Viegas said. "I feel that it is important for all of us to give something back. The paper business has been good to me, and I know that over the past 100 years many, many people have benefited from their affiliation with the Boston Paper Trade Association," he said.

A Time to Celebrate

A 100-year anniversary certainly requires a very special event to mark its occasion. The first tribute to the Boston group is a visit from the National Paper Trade Association's National Convention in its honor.

Marie Osmond

According to the Boston Paper Trade Association's short book on its history presented at their dinner held in March, "...the members of the association have dined together, without casualties, 184 times." And they will dine together this September 15 for a very special occasion inviting the entire paper industry to join their celebration.

The highlight of the evening will be the show-stopping performance of the world famous Marie Osmond. Over the years she has become a star in her own right—on stage, screen, radio and television. It has been said of Marie Osmond: "She is a true communicator—an artist whose style and magic casts a spell upon her audience. She is truly a seasoned performer whose career began early only to transcend all showbusiness fad to bear the test of time."

Those wishing to have an evening to remember may purchase tickets at $100 each at the Special Events Desk in the convention registration area.

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NPTA CONVENTION

SEPT. 13–15

BOOTH # 808

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NPTA Convention News 1986

FREE LAMINATED BUSINESS CARD LUGGAGE TAGS AT BARRIER BOOTH

BUG BAR
BUG BAR

All NPTA Conference attendees are invited to stop by Barrier Industries, Inc.'s Booth #112 for a free laminated business card luggage tag. Barrier will display its full line of janitorial chemicals, including floor finishes, disinfectants, detergents and other products, all available both under private label and the Barrier label. It will also introduce two new items—BUG BAR™, an anti-insect coating, and thermal floor care products.

SOLO CUP MARKS 50 YEARS OF SERVICE

Along with NPTA, Solo Cup Company is celebrating its own 50th anniversary. For half a century Solo has been supplying the food and beverage industry with paper, plastic and foam disposables. Now, marking its happy occasion, the company describes four new containers and two new cups it is unveiling.

The Deli Gourmet is a tough plastic container that will stand up to all types of oily and acidic food without breaking down or soaking through. It comes in three sizes, 4–color custom and panel printing, and clear, snap-on lids.

Extra-Rigid Colored Plastic Plates and Bowls, made in vibrant blue, red and yellow, are a perfect match for Solo Plastic Cups.

For carry-out, eat-in or the microwave, Solo's 708 8–oz. hot/cold polylined paperboard food containers eliminate leaks and soak-throughs. They may be bought in Contours or Silhouette design with either a crystal-clear lid for cold use, or a white vented lid for carry-out hot foods.

The Challenge Line of Laminated Foam Dinnerware combines a tough, polylaminate cutting surface with a lower

BAY WEST ADDS NEW DISPENSERS

As part of its Total Washroom Group which includes towel, bathroom tissue, soap and toilet seat cover dispensers, the Bay West Paper Company has added a new line of Compatible™ Transfer Dispensers. The company states that each of the three dispensers in the line has a capacity of nearly 900 towels and every stub roll is fully utilized before a new one is engaged. Contact Mr. William Hare, Bay West Paper Company, 414–494–8731, for additional information.

COFFEE, ANYONE?

Everyone is going for coffee from 9 to 11 Saturday morning, September 13th, opening day of the NPTA Convention, with Nyman Mfg. Co., of East Providence, RI, as host. Coffee and tea will be served in Nyman hot drink cups imprinted with the 1986 NPTA logo and slogan, "The Paper Performers." Get your cup at either the Constitution Foyer adjacent to the registration area or at the entrance to the exhibition hall downstairs.

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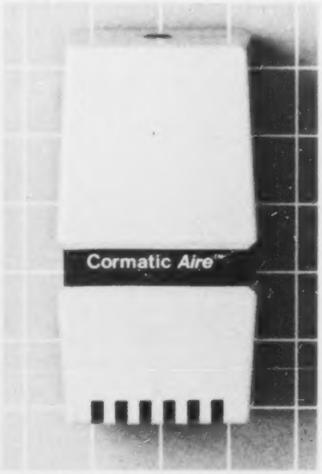
layer of molded foam for strength and insulation. The plates and bowls, in a wide range of sizes for greater portion control, are lightweight with the look and feel of quality. Most sizes have transparent, hi-dome lids for carry-outs or displays.

Solo C-Store Panel Cups carry up to four lines of advertising message, acting as a "silent salesman" to remind drink customers of the products and services for sale at the store location. Cold and Big drink cups are available in 7 sizes packed in special space-saving cases, and may be included in a free sales-building merchandising program.

N18 Plastic Vending Cups allow for greater stack flexibility, positive dispensing and, with its exclusive stacking lugs, eliminate compacting and stuck cups. A large imprint area is available for advertising.

G-P OFFERS NEW AIR FRESHENER

Greater efficiency in a smaller unit size air freshener is offered by Georgia-Pacific. The new Cormatic Aire® A2, with five gel cartridge fragrances, features increased airflow throughout its one-month life. It comes in an ABS plastic cabinet which employs a simple push-button latch for servicing convenience, and a single "D" cell battery runs the fan mechanism for 30 days. For additional information, call or write Cormatic Aire A2, Georgia-Pacific Corp., P.O. Box 514, Berlin, CT 06038, Attn. Karen Lulis.



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HAMMERMILL UPGRADES PAPER MACHINES

The Best Is Getting Bigger is the name of a brochure released by the Hammermill Papers Group. It describes a $450 million expansion program which includes a new Riverdale paper mill in Alabama and the modernization of its other papermaking facilities in Erie and Lock Haven, PA.

According to the brochure, the 2,900-acre Riverdale project will begin in late 1986 to operate a new #15 paper machine that will increase output in order to shorten delivery dates and improve service. At Erie and Lock Haven, four machines have been rebuilt, also adding computer controls to embossing, sheeting, packaging and wood handling equipment, with more improvements reportedly on the way. A free brochure may be obtained by writing the Hammermill Papers Group, P.O. Box 10050, Erie, PA 16533; or call 814-456-8811.

IP HAS NEW SPRINGHILL SAMPLER

A colorful new swatchbook holds International Paper Company's complete sample collection of Springhill™ White Wove and Vellum Envelope, Springhill Wove Colors and Gatorhide™ Kraft envelope papers. The samples include 20– and 24–pound basis weights of colors plus White Vellum, while White Wove is also offered in a 28–pound basis weight. Gatorhide Kraft envelopes are available in four weights and four colors. Contact International Paper Company at 77 West 45th Street, Room 41–56, New York, NY 10036, for further information.

NASHUA HOSTS MERCHANTS AT HOSPITALITY SUITE

The president of Nashua Corporation, John G. Barnes, will host a hospitality suite for merchants at the Marriott Copley Place Hotel during the 1986 NPTA Convention. Other company officers joining him from the Graphic Products division will be Donald Hunter, general manager; J. Michael Barry, marketing manager; Robert Ambrose, national sales manager; Roger Dubinski, regional manager; and Geoffrey Ide, regional manager. Nashua Tape's personnel attending this year are Donald Brown, general manager; Stephen Mahlum, director of marketing; William J. Franklin, national sales manager; and Robert Arnott, regional manager.

CARROLL'S CELLOSOLVE HAS FRESH SCENT

The clean, fresh citrus odor of Door Knocker makes it an excellent cleaner for a variety of chores in industrial, institutional and commercial establishments, says Steve Johnson, sales and marketing vice president of the Carroll Company. It does not contain butyl "Cellosolve." Its uses include removing grease from stoves, fans and other appliances, general cleaning and maintenance of floors, walls and woodwork, lathes and milling machines, sidewall tires and vinyl upholstery, and much more. Sudsing Creme Cleanser is another new Carroll product. It is mildly alkaline, contains "liquid pumice" and a mild detergent and also has a citrus odor. It will not scratch porcelain, is safe on acrylic, fiberglass and metal fixtures and may be used in kitchens, lavatories, tubs and showers, the company reports.

Door
Knocker
HEAVY DUTY
CLEANER DEGREASER
CARROLL

ESPRIT PORTFOLIO AVAILABLE FROM STRATHMORE

"We are not touting Esprit as appropriate for any and all reproduction opportunities," says marketing manager David E. Rousse of Strathmore Paper Company, "but there are instances where an uncoated paper is capable of enhancing and enriching a fine photograph in ways a coated paper cannot." A portfolio for Esprit, Strathmore's latest text and cover paper, has six images by well-known photographers to show the use of opaque inks on a deep, colored text paper.

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RIS SCHOLARSHIP WINNERS

Winners of Ris Paper Company's fifth annual Scholarship Awards include two women, Lisa A. Phelps and Lauren D. Sachs, both sophomores at the printing school of the Rochester Institute of Technology. The scholarships are for $3,000 each for attendance at RIT. They are "awarded on the basis of scholastic achievement, financial need, and an essay ... to encourage young people to enter the graphic arts industry," said Ron Peterson, president of the Ris President's Club. Officials at the Institute selected the winners who were feted at a luncheon attended by Ris president Benjamin Krieger.

SHOW HIGHLIGHTS FROM KIMBERLY-CLARK

At the 1986 NPTA Show, Kimberly-Clark will feature the following: New customer service programs to make unloading quicker and easier for distributors. These include newly shortened product order cycle and palletization and slip/sheeting service. "The Partnership Program" and "Training Exchange" are training programs to help distributors and their sales reps learn new selling techniques. The company will offer news on the disposable coverall market, such as Kleenguard® Coveralls, the Pop-Up® Box, and Kimtowels® Wipers.

HOLIDAY DESIGNS FROM ERVING

Erving's festive Holiday designs bring the beauty and splendor of the season inside to decorate the holiday table in style. Choose from a merry assortment of scenes, patterns and solids for intimate and formal celebrations. Trim any table with quality Erving napkins and placemats, tastefully decorated with charming wintery scenes and bright holiday hues that will add to the magic of any holiday gathering. To get a closer look at these holiday designs, you can see them at Erving's Booth No. 412.

RICHMOND OPAQUE FEATURED IN FOLDER

A new folder, featuring Richmond Opaque, was published by the James River Corporation/Curtis Division. A number of graphic and printing techniques are used, including halftones, mezzotints, line art, solids and reverse printing, for catalogs, newsletters, magazines, and more. Richmond Opaque comes in smooth and vellum finishes, and the folder has a reference chart for weights, sheet sizes and package quantities available for each.

WEBSTER'S NEW CONVENIENCE PACKS

Because conventional bulk bag can liners are often too large for small operators, Webster's new convenience packs offer smaller proportions. They are made to give lower case counts with lower cost, smaller cubes to fit maid/janitorial carts, smaller counts to enable monitoring of usage as well as frequent turns. The new convenience packs will be exhibited at the NPTA show at Booth Nos. 510, 512 and 514.

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Now Fox River's famed runability is available
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New colors and weights for Circa '83, Circa Select and Fabrica.
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Gene Shannon, Dan Beach and Lori Ellsworth.

FOX RIVER
PAPER COMPANY

Quality You Can Read Between The Lines.

NPTA Convention News 1986

PENN TEXT: NOW AVAILABLE IN SHEETS PLUS 5 STANDARD COLORS

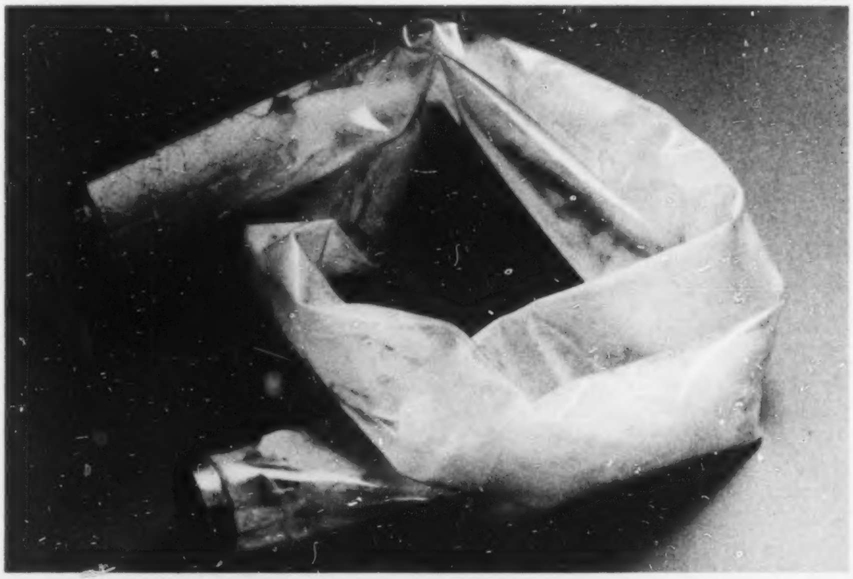
Penntech Papers, Inc., has initiated a Sheet Stocking Program for its Laid Antique Text Paper line. Now, for ordering convenience and immediate shipment, Penn Text is available in five standard colors (white, ivory, blue-gray, sand and brite-white), and will be inventoried in sheet sizes 23 × 35 and 25 × 38. Uses for Penn Text include computer letterhead, letterhead/envelopes, announcements, and more. As little as one roll in any of the five standard colors may be ordered for prompt shipment from mill inventory. This new program joins both the Penn Text Roll Stocking and Made-To-Order programs already offered by Penntech. For additional information, call or write: 800–431–1036, or 3 Barker Avenue, White Plains, NY 10601; 914–997–1600.

L & C P HOSTS MERCHANTS AT WESTIN SUITE

Key management personnel from L & C P Corporation will attend the NPTA Convention. They will be available to discuss the company's product lines such as protective masking, cold seal packaging, flexible and cushioning materials and gummed products. Everyone will also be welcome at L & C P's hospitality suite in the Westin Hotel, Copley Place.

SUPREME'S LIGHTBULBS WILL NOT SHATTER

Fluorescent lamps in Supreme Lighting's new Super Toughcoat line are specially designed to prevent shattering. They are covered from cap end to cap end with a tough, protective, clear plastic coating that keeps harmful debris inside the coating should the lamp break. In addition, the coating is porous and allows heat to dissipate faster than a safety sleeve, thus increasing lamp life by preventing premature lamp burnout. The lamps are USDA approved for use in food preparation processes and federally inspected meat and poultry plants. The new line will be on display at Booth #924 during the NPTA Exposition.



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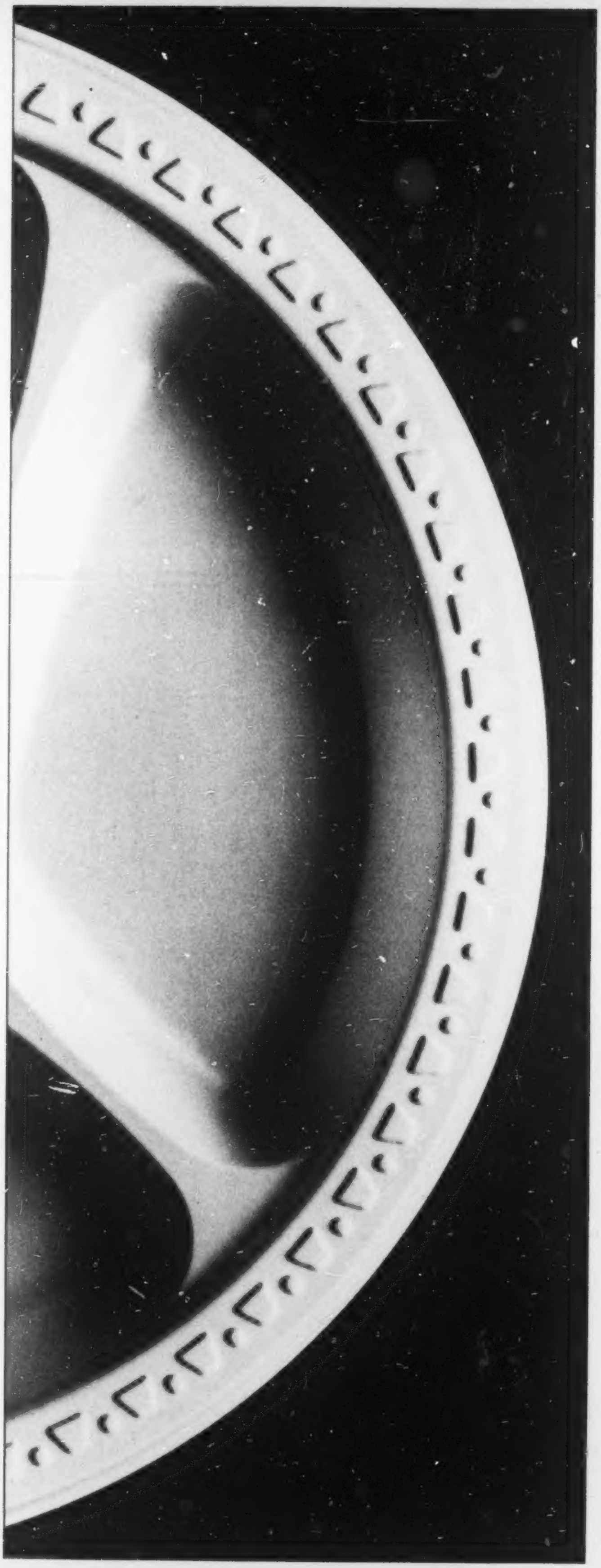
Booth 1007/1008



The Designer Collection
Edition
B
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artco
announcements

GENUINE
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announcements

Artco has an all new announcement program for your paper distribution center or your cash-n-carry stores. Visit our **Booth 1016-1017** at the **National Paper Trade Association Exposition** in The Sheraton Boston Hotel on September 13, 14, 15.

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1-800-223-1690

Convention News

TWO NEW PRODUCTS FROM ARTCO CONVERTERS

A sample album for Artco announcements and a boxing program have been introduced by Artco Converters. The Custom Sample Program is tailored to promote any group of Artco announcements carried by any merchant. Furthermore, it is developed on a cost-shared basis, enabling the merchant to maintain his own business identity. These album samples will be on display at Artco's Booth #1016 at the NPTA Exposition.

A new boxing program is expected to virtually eliminate shipping damage and pilferage. It is designed to provide sturdy packages for use before and after printing of items, better security, more visual appeal and handsome labels.

3M UNVEILS NEW BOW

The Bow Magic™ Classic, a larger pull bow in 11 classic colors, is 3M's newest addition. It measures 6 3/4" in diameter with a 1 1/2" ribbon in the bow and a 7/8"-wide, 77"-long banding ribbon. Like other bows in the Bow Magic line, the new one can be made anywhere quickly and easily without cutting or pinning.

And once pulled, the bow holds its shape. For more information, contact Packaging Systems Division/3M, P.O. Box 33600, St. Paul, MI 55133-3600.

CORNERBOARD PROTECTS GLATFELTER PAPER

Traditional wood skid tops are being replaced for Cornerboard Inc. by P.H. Glatfelter. Heretofore, when damage occurred in paper shipments it was usually at the corners where the wood lids were least protective. Now triple-wall

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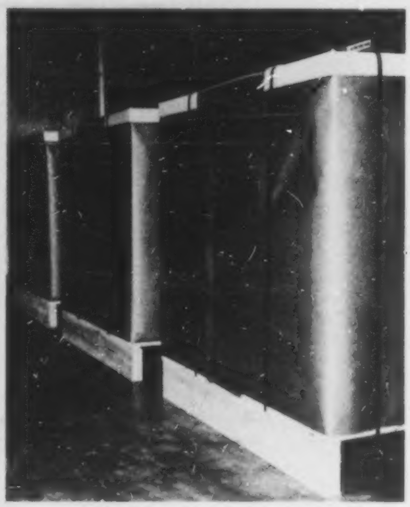
Manufacturer of Shipping Room Supplies

corrugated sheets with laminated edge protectors are being used instead, resulting in an average material saving on 50,000 skids of $1.69 each. Not only is there less shipping damage to the paper, the company reports, but the new edge protectors save manhours by using a single worker to steel-strap a skid.



CONVENTION NEWS BRIEFS

BECKETT PAPER COMPANY, Cincinnati, OH, has introduced Enhance!, a new grade of lithographic paper. It features a close-knit, even-sided texture that improves ink holdout and lends a clean, sharp look to halftones, screens and lines. Enhance! is produced in both 70 lb. book weight and 80 lb. cover in all popular sizes, and comes in nine contemporary colors plus two shades of white.

CHAMPION INTERNATIONAL CORPORATION will have an "automatic warehouse" in Pensacola, FL, designed to hold 80,000 cubic meters of wood chips and planned for December 1986 start-up. It will have a newly-developed belt stacker with a lifting device to keep the woodchips free of oil and which is capable of loading at the rate of 50 tph. It will also have a scraper/reclaimer with a capacity of 250 tph.

KAROLTON ENVELOPE DIVISION OF THE KIMBERLY-CLARK CORPORATION has appointed four new sales representatives in Miamisburg, OH. They are Andrew M. Eversole, Thomas D. O'Neill, Thomas S. Quallick and Lawrence K. Roberts. John M. Pierce, the general sales manager, describes the new appointees as "young and dynamic, but with solid industry and sales backgrounds and outstanding track records."

NATIONWIDE TICKET PRINTERS Canoga Park, CA, has entered the wholesale distribution network. The company's products are designed to run through most offset/distributor presses quickly and efficiently, and will be carried through the various "Cash and Carry" paper centers nationally. For information call toll free 1–800–858–7748 (TKTS-R–4–U).

PLASTICS, INC., a subsidiary of Anchor Hocking, has a complete, elegant carryout product, Gourmet to Go. It includes a specially designed serving tray which holds six reusable containers in a Master Carrying Carton. The Hi-Heat servers of the system permit hot foods to go to the table directly from the freezer to either the microwave, stovetop or oven.

SECOND QUARTER MILL REPORTS SHOW MOSTLY GAINS

"The big difference this year," says Burnell R. Roberts, Mead Corporation's chairman and CEO, "is that earnings are trending up, compared to the downward trend last year." This is borne out by reports from mills contrasting 1986 with 1985 second quarter results.

Net income and sales volume increased for many, although a few mills sustained losses. Louisana-Pacific Corp., Scott Paper Company and Georgia-Pacific Corp. achieved record high sales.

G-P's net income rose 28% to $1.93 billion. Its building products operating profits alone reached an all-time high of $146 million despite still low prices for those products. L-P's $394.1 million in sales, highest in its history, was up 14%. It also reports excellent sales of building products for the quarter due to "strong home building activity."

Philip E. Lippincott, Scott's chairman and CEO, says the strong performance of a 6% gain in net income was attributable to its domestic sanitary paper products business, along with "excellent results from our consolidated international subsidiaries and an increase in earnings from our natural resources operation."

Additional factors responsible for the general improvement were a more favorable currency exchange rate with a weakened U.S. dollar, a substantial turnaround in the pulp, kraft paper and linerboard segments, and worldwide decreased inventories.

Commenting on Union Camp's 5% second quarter rise in sales to almost half a billion dollars, chairman and CEO Gene Cartledge said it "reflects a strong demand, improving prices and better margins in the company's paper and packaging businesses." And, he continued, were it not for an equipment outage at the Savannah mill and lost production when a coated paperboard machine at Franklin, VA, was rebuilt, "earnings would have been over 10% higher in the quarter."

The 725,000 tons of paper, containerboard and pulp Great Northern Nekoosa Corporation shipped represents an 8% increase over 674,000 tons last year, though there was a slight loss of $.3 million on sales of $502.1 million.

Champion International Corp.'s Andrew C. Sigler, chairman and CEO, says his company's 17% net income rise was caused principally by higher profits in wood products and lower operating expenses. In addition, he said, they are "continuing to push ahead with sweeping cost-reduction efforts."

Increased operating efficiencies also account for the performance by G-P, Champion, L-P and Scott. Mr. Lippincott indicated Scott aggressively pursues its cost reduction strategy and continues to take actions to enhance work effectiveness.

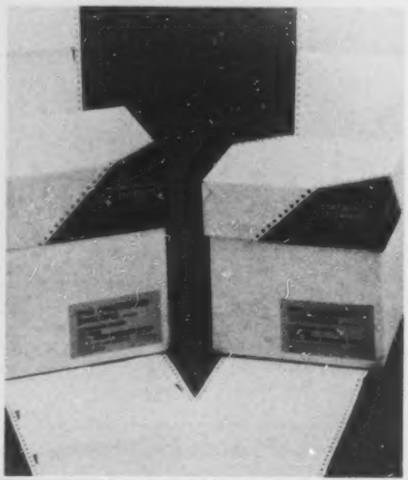
Several reasons were reported for some losses, including lower demand for coated paper, a strike in Mobile, Mexico's inflation, and high Canadian imports which impacted on softwood lumber prices. Curtailed construction activity in the petrochemical industry kept the insulation market in the doldrums, according to L-P's chairman and president Harry A. Merlo.

Pentair, Inc.'s second quarter decline in earnings was due to continuing competitive conditions in the paper businesses. But, says D. Eugene Nugent, the company's chairman and CEO, "paper demand should gradually strengthen" even though "markets are expected to remain unusually competitive."

An additional new item in Plastics' beverageware line is a fluted 50–ounce pitcher. It is stackable, open handled and comes in white or clear plastic, imprintable with a name and/or logo.

SCOTT PAPER COMPANY'S Dry-Up® Towels, from their Away-From-Home Products Division, can absorb up to six times their weight in water and are disposable. They are made with a patented manufacturing process that gives them a soft cloth-like look and feel. Because the towel is used just once, people are assured of always receiving a clean, sanitary towel without sacrificing the comfort of softness, the company reported.

WILLIAMHOUSE OFFERS NEW LINE OF FINE PAPERS ON CONTINUOUS FORM



A new line of continuous letterheads and envelopes was created by Williamhouse to help merchants get their share of the huge word processing market. A choice is offered of more than 75 grades and colors.

Potential customers include all the small printers who buy low cost, pack-to-pack continuous presses and everyone with a word processor or microcomputer from high-volume users to small businesses and home computer owners.

PORTION HOSTS SPECIAL EVENTS AT NPTA SHOW

Portion Packaging, Inc., will host a hospitality suite at the Convention for its customers and sales representatives. It will also hold its annual broker breakfast on Sunday morning, September 14th. Portion manufactures and supplies, among other products, plastic 9– and 10–ounce shatterproof cups for the hotel/motel market, which are available in white, clear or translucent and which can

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Attending NPTA for Portion Packaging are D. Craig Blizzard, director of marketing/sales; Joseph McCormack, sales and product manager; Mike O'Hara, southern regional sales manager; Robert Fernholz, sales administration manager; and Donna Smith, sales coordinator.

STANDARD PAPER'S ELEGANT COMPUTER SOLUTION

The day has past, reports Standard Paper Software Marketing Corp., when a computer performed accounting functions only. New computers and software give answers in English to questions posed.

The SP/DP Plus™ Customer Service Module is an elegant solution to computerization problems the company stated. "This new enhancement to the SP/DP Plus™ clearly demonstrates where new generations of software can lead. The new system offers immediate access to information without the need to know customer or item numbers or special procedures."

The new package offered by Standard Paper Software Marketing Corp. is designed specifically for the industrial paper distributor and boasts over 75 installations to date. The company reports this is the largest share of any supplier of packaged software for the industrial paper distribution industry.

In a related item, the company announced their new "Marketing Module" that actually combines four functions in one. It handles telemarketing, new customer prospecting, collection call scheduling and an advanced letter writer.

Stop by the Standard Paper booth #1009 at the Exposition for more information.

Visit The
NPTA Booth
#12–13

SCOTT'S JUMBO TISSUE ROLL HOLDS 12,000 SHEETS

With a new 14.5" × 5" dispenser, Scott Paper Company seeks to lower maintenance labor expenses. The JRT® Jumbo Roll Tissue dispenser has the equivalent of 12 single-ply 1,000–sheet rolls of toilet tissue on a single roll which needs to be changed only one-twelfth as often as other rolls. It is constructed of heavy-duty ABS plastic that stands up to high-traffic washrooms and has a special locking mechanism to help prevent pilferage and vandalism. A convenient window on the dispenser cover allows maintenance workers to easily see the amount of tissue remaining on each roll.

In a related item, three innovations will improve Scott Paper Company's facial tissues. First, ply-bonding will help eliminate ply separation during dispensing and use. Second, an easy-opening carton will reduce maintenance time. And third, a protective poly shield will help keep

TABLE COVERS & SKIRTING

Present a clean and colorful table with *Sta-Dri*™ Plastic Table Covers & Skirting. Enjoy the economy and convenience of traditional disposable plastic table protection *plus* the quality and service you've come to know and trust.

☐ **Folded Table Covers**
Made of heavy duty embossed polyethylene and individually bagged for hanging. Available sizes are 54 in. × 108 in. rectangular and 84 in. diameter round (round available in solid colors only.

☐ **Rolled Table Covers**
Made of light weight embossed polyethylene and available in two lengths: 40 in. × 150 ft. individually bagged and 40 in. × 300 ft. individually boxed.

☐ **Table Skirting**
Made of heavy duty embossed polyethylene featuring sewn-in pleats. Full size 29 in. × 14 ft. available in 14 of our most popular colors.

TABLE SKIRTING
29 in. x 14
TABLE COVERS
TABLE COVERS

New colors are introduced continually . . .
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The clear-cut difference.

As a distributor of 3M industrial products, you know there's a clear-cut difference between 3M and other companies. It's a difference that contributes to your continuing growth and profitability.

There's a difference in 3M's heavy research investment that provides you with a steady flow of new, innovative and cost-effective products that are easy to sell.

There's a difference in 3M's technical service and quality control that helps keep customers satisfied.

And there's a big difference in 3M's strong sales service. Promotional support. Selling aids. Product education. Application engineering assistance.

And that difference comes from 3M Carbonless Products Department; Industrial Specialties; Industrial Tape and Packaging Systems divisions.

Stop by the 3M Booth (#100) at the National Paper Trade Association Convention and Exposition in Boston, MA.

3M

PAPER SUPPLIES
MAINTENANCE CHEMICAL SUPPLIES

You don't need two heads to wear two hats.

Let Barrier maintenance chemicals "double" your profits!

If the only thing your customers needed was paper supplies, that'd be fine. But they have other needs. Where there's a paper need, there's also a maintenance chemical need. And if you aren't filling those needs, somebody else is!

Barrier's proven profit makers will fill those other needs. Barrier manufactures a complete line of floor care, carpet care and sanitary products, as well as specialty products. When you distribute Barrier products, you expand both your product line and your profits.

Barrier backs its distributors with support literature, field support and sales seminars. Full private labeling is available. Why let the other guy have a part of your customers' business that should be yours?!

Barrier. We're filling your needs so you can fill all of your customers' needs.

Come see us at Booth #112 at the NPTA Show Boston

BARRIER
BARRIER INDUSTRIES, INC.
200 East Main St Port Jervis, NY 12771
914-856-6633

Convention News

each sheet readily available for use while

it keeps the tissue clean and dry until needed. The improved Scotties® comes in four colors and is packaged in decorator cartons.

3M'S NEW SCOTCH BRAND P-S TAPE

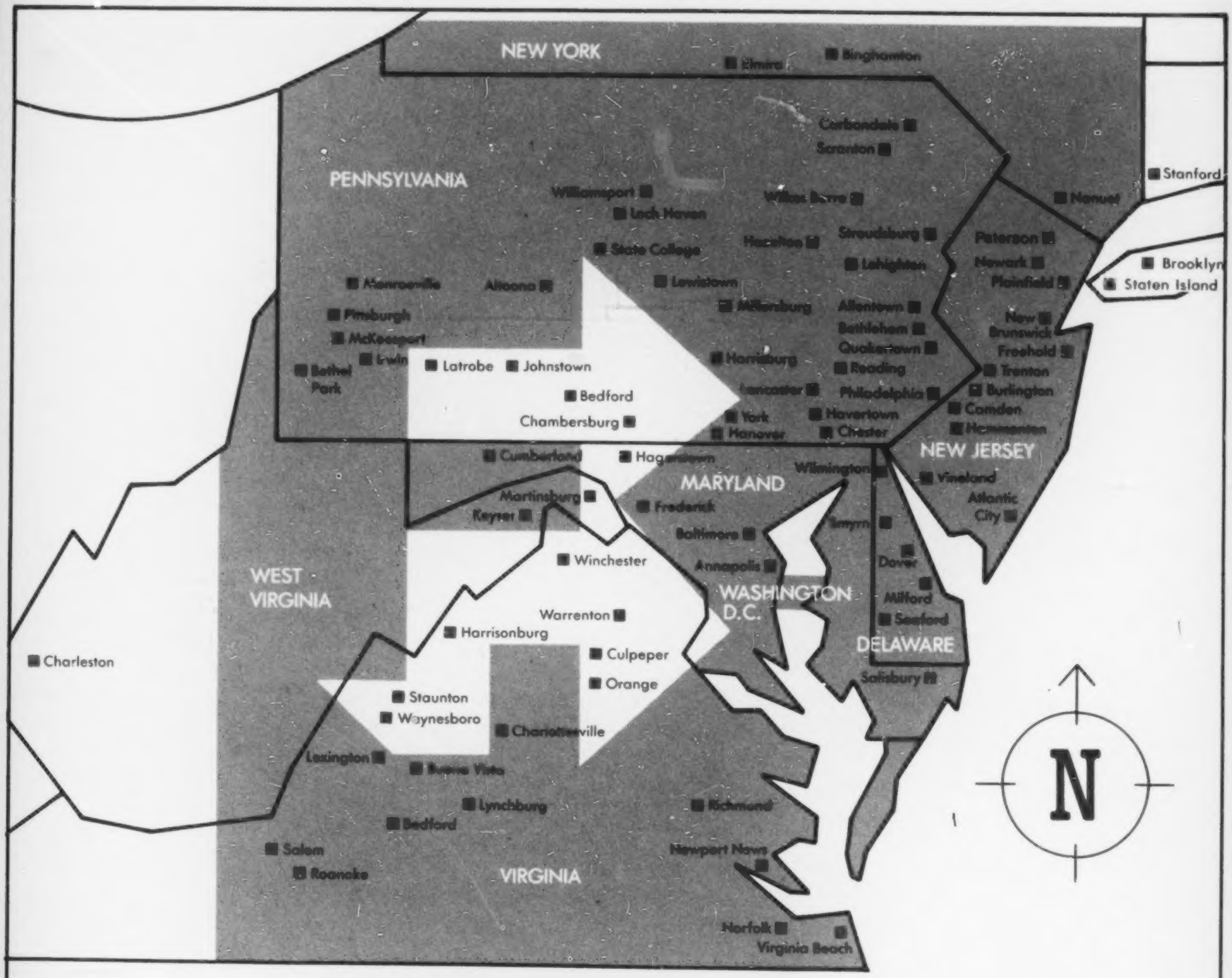
Handy pocket-size pads of pre-cut 4 × 6 inch sheets of Scotch brand pressure-sensitive tape that can be quickly peeled and applied are 3M's new product. There are 25 self-sticking sheets of tape to a pad. The company reports they can be used to protect labels, seal envelopes, repair torn paper, film or foil bags and a variety of other taping tasks. The company believes they can be beneficial to the printing industry for solving surface problems caused by lint, specks and spots. For more information about ScotchPad™

Tape Pads, contact 3M's Packaging Systems Division, P.O. Box 33600, St. Paul, MI 55133–3600.

FORM FIT HAS NEW TRAYS AND COVERS

New trays and covers, all transparent, nestable, stackable and disposable, are offered in many sizes by Form Fit Plastics.

Thermoformed trays may be used for a variety of foods, including poultry, fish and salads, while fluted snap-on styrene Clear Plastic Plate Covers can be embossed with company names, symbols or logos. The Clear Plastic Dish series and Clear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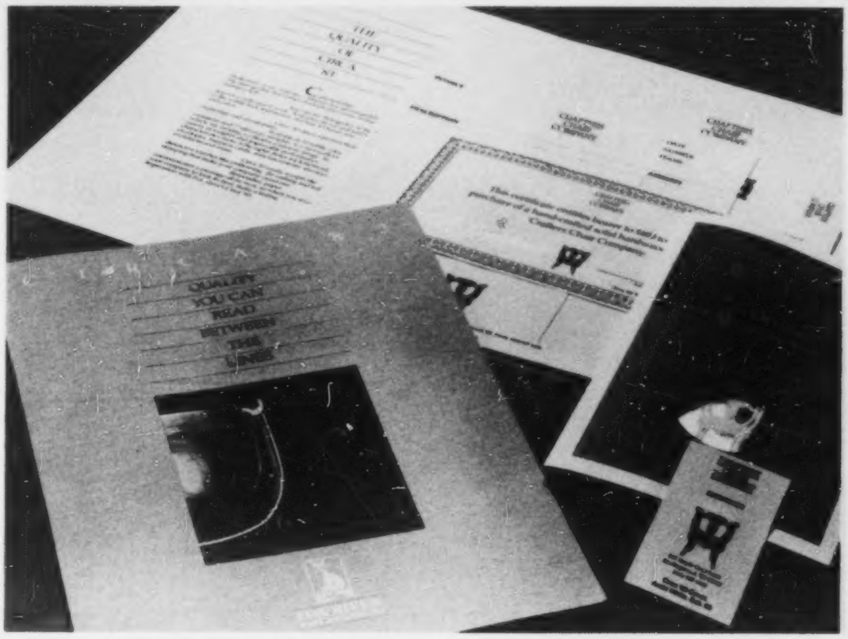
NPTA Convention News 1986

Plastic Cups and Containers series, made of thermoformed styrene, are for both hot and cold food and are suitable for portion control. Hinged clear containers have a non-removable, molded-in snap-locking device. For further information, write or call Form Fit Plastics, P.O. Box 130, 100 Pleasant Street, Dracut, MA 01826; 1-800-343-8232 or in MA, 617-957-2943.

FOX RIVER OFFERS NEW COLORS

Four new colors have been added to the existing twelve in the Fox River Company's Circa '83 and Circa Select lines of paper. Another new product is their promotional kit for Circa '83 entitled, "Quality You Can Read Between the Lines." It includes a gift certificate, invoice and brochure. For further information contact: Fox River Paper Company, Attn. Marketing Dept., P.O. Box 2215, Appleton, WI 54913.

The company will be represented at the NPTA Convention by its president, Harold Ellsworth, and several other officers. It will also host a hospitality suite at the Marriott Copley Place.

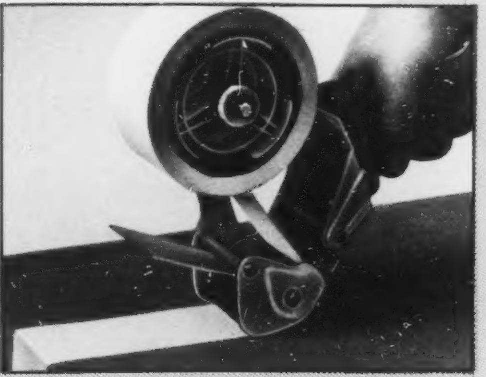


PHOENOWEB, A NEW ART PAPER

Specifiers and web printers now have the option to print annual reports and other prestigious web work on Phoenoweb, a double coated premium art paper, Paper Corporation of United States announced. Previously, this option was available only on sheet fed work. Phoenoweb is designed for heat set web printing and can be made to order and shipped to its destination within eight weeks. It comes in 80, 90 and 100# basis weights in the same shades as Phoenix Imperial and is manufactured by Papierfabrik Scheufelen of Lenningen, West Germany. Swatch books may be obtained from Donald Marikovics 212-337-5524.

FOOTBALL & FREEMAN

A former Green Bay Packer football star, Ray Nitschke, will be at Freeman Company's Booth #203 on September 14th during the NPTA Exposition. He will discuss "Freeman and Football" with all visitors to the booth. Enshrined in the Pro Football Hall of Fame, he was voted Outstanding Linebacker in the last 50 years of the National Football League.



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Don't be fooled by inferior copies of our original POS-1 pistol grip tape dispenser. Get the quality that outperforms the rest. Contact us today and get the low-down on quantity discounts and special private label pricing. Models available with and without adjustable brake for use with easy-release tapes. We also stock the hard to find 3-inch model.

For complete info on our dispensers, and on our polypropylene strapping tapes, PVC and PP carton sealing tapes as well as other items in the Franklin line, write or call today.

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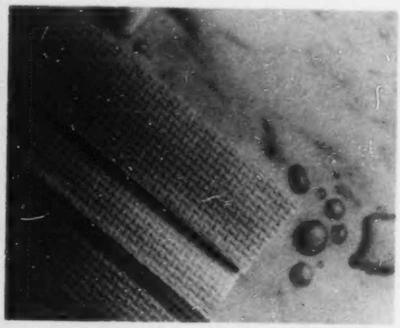
TAGSONS' NEW C-FOLD

A new towel is in production at Tagsons Papers, Inc. It is a deep-embossed bleached c-fold in a lower basis weight that compliments Tagsons' existing line of six such towels.



EQUALITY/STRIBBONS EXPANDS ITS LINE

Additional pull-type bows in new colors and textures have been added to Equality/ Stribbons' products. Simply pull strings for the Bow-A-Ribbon™ in three- or four-inch bow spans of rayon or metallic; the Pull Bow™ creates a five-inch span. Metallic Ribbons come in gold or silver while acetate satin Hotstamped Ribbons may be hot stamped in metallic gold, silver, red or green. To further decorate packages, Twisted Cords and Tassels are available in solid colors or color combinations, with or without tassels. Contact Equality/Stribbons at 11 East 26th Street, New York, NY 10010, Phone 212–532–3000 for additional information.

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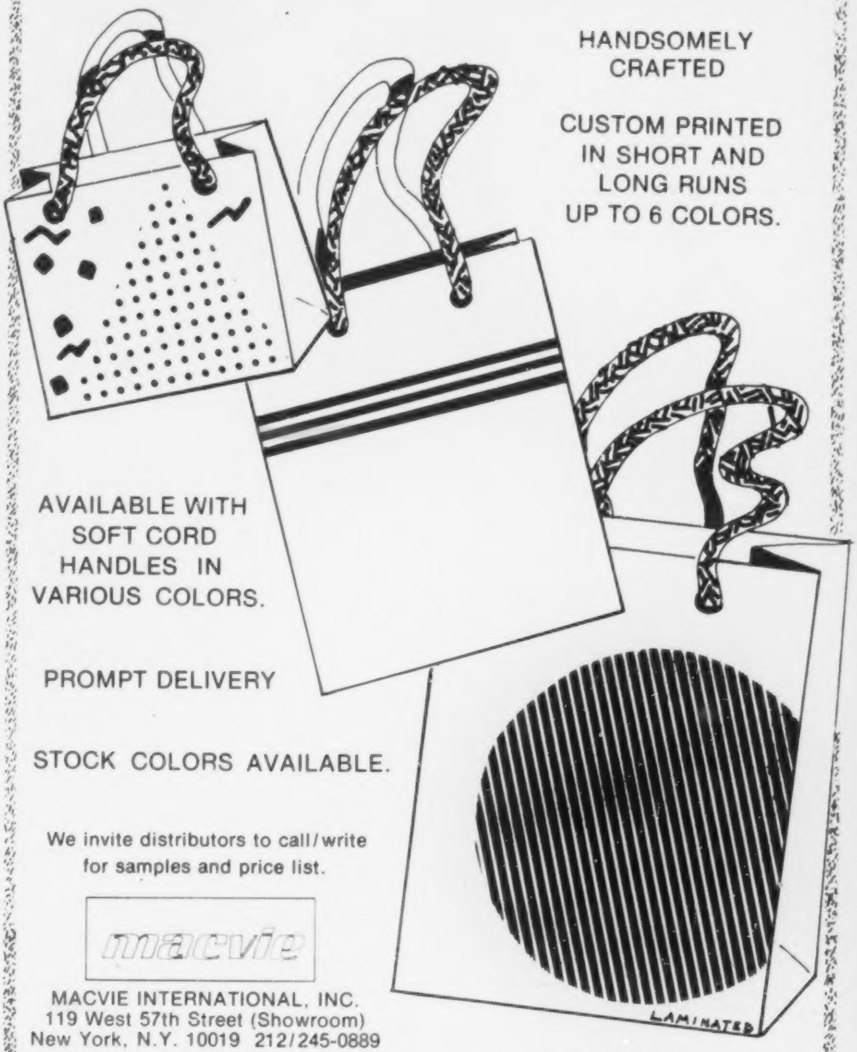

AVAILABLE WITH SOFT CORD HANDLES IN VARIOUS COLORS.

PROMPT DELIVERY

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We invite distributors to call/write for samples and price list.

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Leading manufacturers of laminated paper bags.

HOWARD PAPER INTRODUCES NEW SAMPLE KIT

A new kit, titled "Howard's great campaign series The Bank on Howard Text," showcases Howard Paper Mills' cover and text paper and various production techniques. It features six available colors and four of the five finishes and comes in weights ranging from 50 lb. Text to 80 lb Cover. It is aimed particularly at bank advertising since banks are big users of paper and printing and try to reach a wide strata of customers. R.C. Finley, vice president of marketing, says, "The look and feel of Howard Paper combine to deliver a stronger message without competing with it, as glossy coated paper often does." The kits may be obtained from Howard Paper Mills, Inc., 115 Columbia Street, P.O. Box 982, Dayton, OH 45401.

While in Boston, take advantage of a suite opportunity.

Be sure to stop by Nashua's hospitality suite at the Marriott Copley Place Hotel during the NPTA convention. Along with a friendly atmosphere and refreshments, you'll meet some very merchant-minded people with very progressive ideas to share with you.

We think it's the suite-est deal in town!

Nashua

Nashua Corporation
Nashua, NH 03061

Expressway Carbonless Paper • Davac® and Echo Dry Gum Label Papers
Thermo-Sensitive Label Paper • Pressure Sensitive and Heat Activated Tapes

NPTA Celebrates the Golden Anniversary of its paper/plastics & allied products EXPOSITION

FIFTIETH • ANNIVERSARY

1936–1986

50 years of service to the paper manufacturing and distribution industries
50 years of growth in exhibition display space and industry participation.
50 years of bringing you the best in products and services available to the trade
50 years of the finest in convention programming

NPTA = Productivity for paper people

Join the leaders of the industry on the floor of the Exposition on CEO Sunday when you can "Meet the Boss" in every booth; and celebrate the 50th Anniversary of the Paper/Plastics & Allied Products Exposition at the Wine and Cheese Party from 2:30 PM–3:30 PM on CEO Sunday.

NPTA

National Paper Trade Association, inc. 111 Great Neck Road, Great Neck, NY 11021 516-829-3070

What's Bigger Than a Football Field and 50 Years Old?

The 30th Anniversary "Paper Show" in 1966. Anyone look familiar?

Give up? You didn't try very hard. Let me give you another hint—it used to be called The Paper Show.

There are plenty of people in our industry who still call it "The Paper Show" instead of its real name, The Paper/Plastics and Allied Products Exposition. The new name is already 12 years old and had been changed because there are lots of "non-paper" items on display. Think for a moment of all the computers, cleaning solvents, material handling products, light bulbs, floor care products and equipment, just to name a few, that are in the Exposition. The *Paper Show* has come a long way in 50 years.

Steady Growth

It all began as a room show in 1936 at New York City's Waldorf-Astoria. Incidentally, that was only one year after NPTA launched its first Paper Merchant Performance Survey that we now call "PAR." Of course, the Association had been running its Conventions for 33 years when the first Paper Show was inaugurated in 1936!

Pawing through the old documents, I couldn't help but feel closer to the paper distribution industry of today. The names in the 1936 Convention booklet jumped off the page at me: W.B. Killhour, E.H. Kniep, P.W. Lesh, O.F. Marquardt, C.H. Schorske, and of course, Stan Styles—and others. At that time, the late Senator from New York, Jacob Javits, was NPTA's Corporate Counsel.

By 1952, the Paper Show had outgrown the room in which it was held and the first all-booth show was created: In 16 years, it had developed into a real exposition.

Booth shows continued in Chicago for the most part in those years and later New York was added in 1968. For the next 17 years, the show flip-flopped between Chicago and New York with the one exception of New Orleans in 1981. That was an experiment which proved successful—the old pattern could be broken—and 1985 saw New York's last year as a show site for the immediate future, at least.

The Name's the Thing

When the *Paper Show* name outlived its usefulness in 1974, the new name chosen was a mouthful: The Paper/Plastics and Allied Products Exposition—you can't say it without taking a breath halfway through. That's probably why most members prefer to say, "Will I see you at NPTA this year?" That grates on me a bit because it infers that all the Association is, all that it does, is its annual meeting. That may have been true long ago, but today NPTA is a whole lot more.

But, whatever you choose to call it, know that it is the largest gathering in the paper business each year. Roughly 6,000 people come from every state in the Union and 20 foreign countries to participate. That's about 50/50 merchants and suppliers, all wanting to see the newest products, services and learn about the latest trends in the industry at the Exposition.

It Isn't Just Size

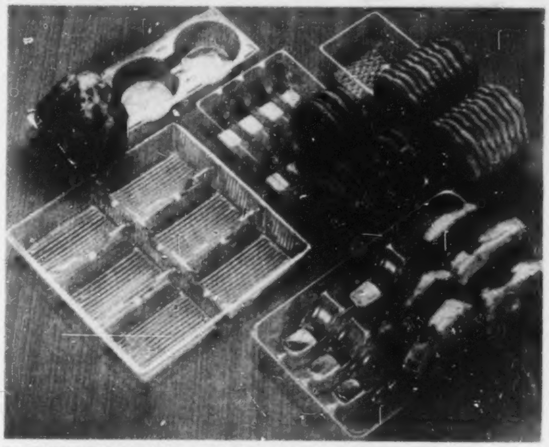
True, this year's show in Boston is the biggest ever—over 240 booths taken by 170 suppliers—a sell-out. And the hospitality suites were sold out early, too. What is bringing suppliers and their merchant customers to Boston for the 50th Anniversary of the Exposition? One reason is that there has been a greater realization of the importance of the distributor in the marketing chain. Paper distributors have shown themselves to be the most cost-effective path between manufacturer and end-user.

Another reason is the quality of the meeting itself. The Exposition, the hotels chosen, the seminars and meetings and even the city are all first-rate, all carefully orchestrated to provide attendees with the best possible environment to conduct their business.

And third, how else can one supplier see so many prospective merchants at one time, or a merchant see so many supplies, for that fact? It just can't be done more economically than at the NPTA Annual Convention and Exposition. And that's the truth.

By John J. Buckley Jr., president National Paper Trade Association, inc

SEE US AT BOOTH 508 AND AT OUR SUITE AT THE SHERATON BOSTON



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A Time to Celebrate

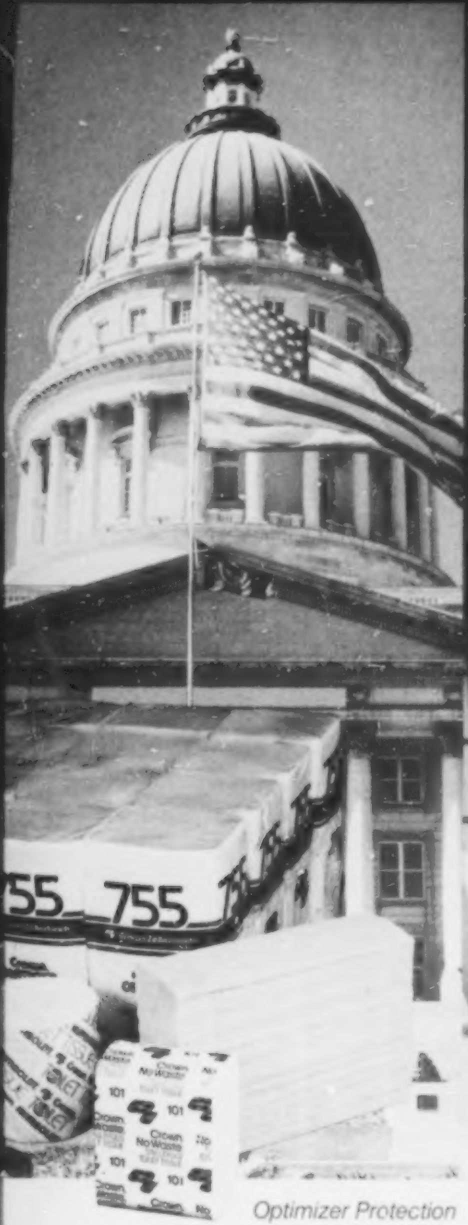
A 50th Anniversary would not be perfect without some new features to make the festivities complete. To commemorate the occasion, NPTA has created "CEO Sunday," a time when company chief executives will be in their booths wearing an "I'm the Boss" button. All coming to the Exposition can get the ear of the boss in every booth. When you enter a booth ask, "Where's the boss?" That'll get their attention!

And to round out the day, a Wine and Cheese Party will highlight this super occasion from 2:30–3:30 pm—a very special day for all Convention goers.

And to round out the day, a Wine and Cheese Party will highlight this super occasion from 2:30–3:30 pm—a very special day for all Convention goers.

Just before the Exposition opens on CEO Sunday, don't miss what will be a great General Business Session starting at 10:00 am. Dr. Barry Asmus, a well-known authority on economics, and Captain James Lovell, the veteran astronaut, will provide a very stimulating program.

There are many other programs, special events, and there is Boston itself that is worth taking time to see. The 50th Anniversary of the Paper/Plastics and Allied Products Exposition will make NPTA's 1986 Convention a very special event for all paper distributors and their suppliers.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755
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101

Optimizer Protection

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Hospital Facial Tissue

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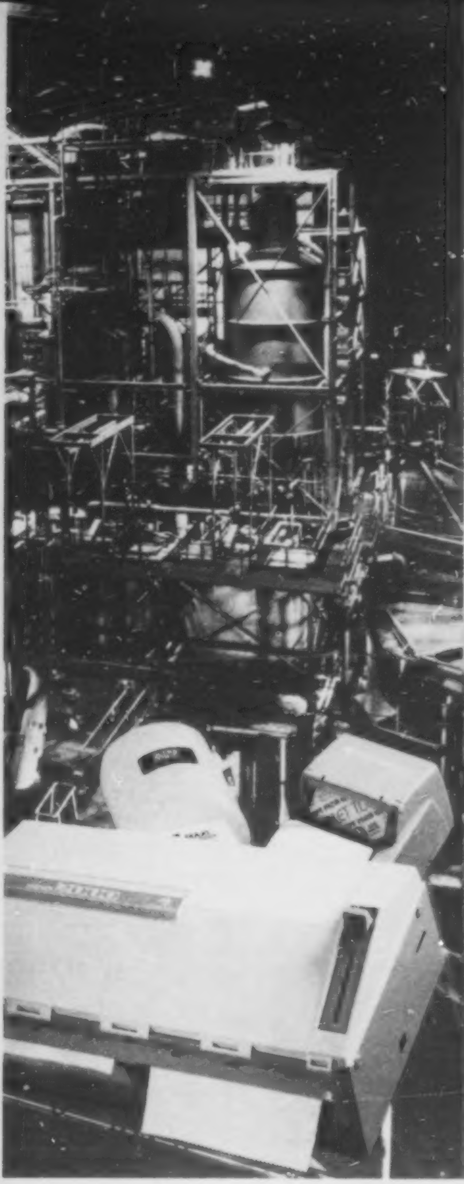
Custom Printed Table Settings

Special products made for special markets.



Efficient Cabinetry, High Capacity

Signature Embossed Towels

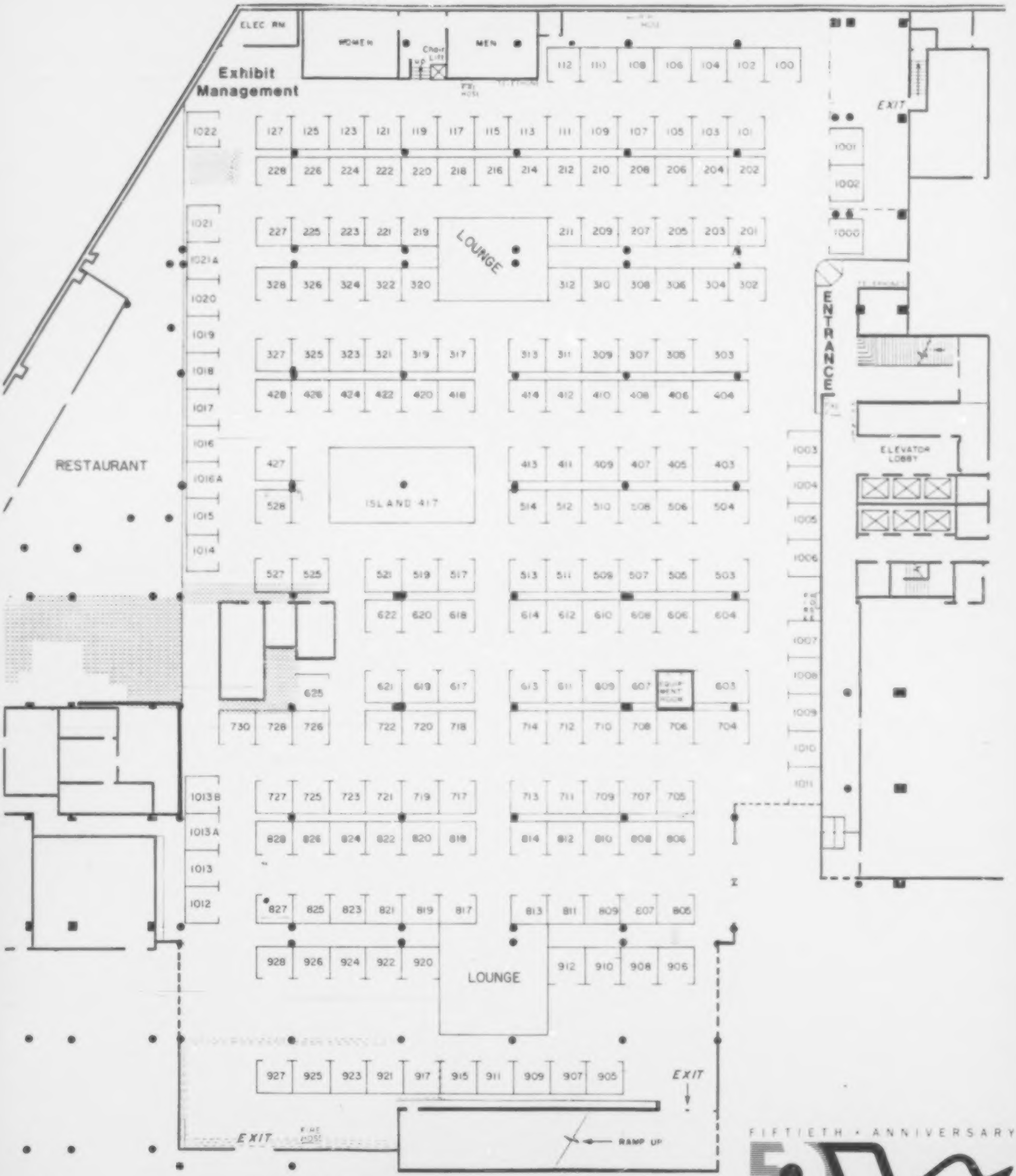
Designer Facials

Fortunes are often locked behind market barriers. The keys to these markets are items like the SERIES 2000 two roll cabinet, Signature embossed towels, decorator boxed facials, and rugged optimizer poly case packaging. Special products, the keys to special fortunes.

"We are specialty"

CrownZellerbach
A subsidiary of James River Corporation

1986 Paper/Plastics & Allied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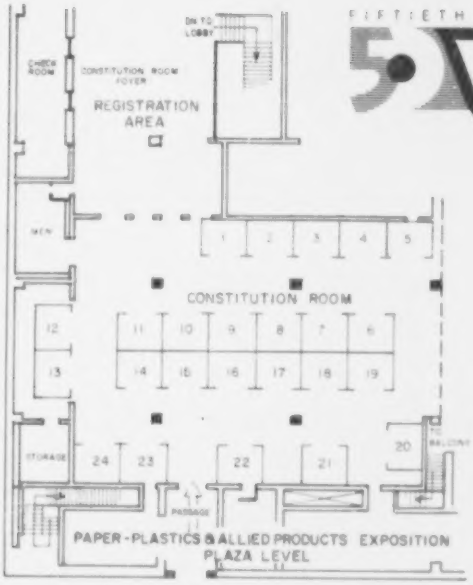
RAMP UP

SHERATON HOTEL and TOWERS EXHIBIT HALL
PAPER-PLASTICS & ALLIED PRODUCTS EXPOSITION
SEPTEMBER 13-15, 1986

FIFTIETH • ANNIVERSARY

Products Exposition

FIFTIETH · ANNIVERSARY



September 13-15, 1986

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Alliance Rubber Company	201
Alumax Foils, Inc.	1018
American Cellophane & Plastic Films	202
Americo Manufacturing Company, Inc.	115
Amko Plastics Inc.	1014
Amoco Foam Products Company	Constitution Rm. 9
APS Autovend Packaging Systems	809
Aqua Maid Products	Constitution Rm. 2
Armin Corporation	409
Artco Converters	1016
Artisan Plastics Corp.	922
Atlantic Mills, Inc.	808
Bagcraft Corporation of America	302
Barrier Industries, Inc.	112
Beach Products	108
Bedford Industries, Inc. & Bedford Plastics, Inc.	119
Beier & Company	Constitution Rm. 11
Berwick Industries, Inc.	704
Better Packages	311
Boas Box Company	210
Bulman Products, Inc.	513
Candle Corporation of America	608
Carroll Company	1010
Celloplast Inc.	109
Cellucap Manufacturing Company	321
Century Packaging, Inc.	228
Champion International Corporation	225
Chesapeake Fiber Packaging Corporation	910
Chicopee	307
Clark Paper Converting Corp.	309
Clear Shield National, Inc.	622
Ben Clements & Sons, Inc.	504
Coastline Packaging Inc.	Constitution Rm. 6
Comet Products, Inc.	326
Comfort Sanitary Products, Inc.	216
Continental Extrusion Corporation	725
CPI, Inc.	519
CPL Industries	Constitution Rm. 24
The Crowell Corporation	528
Crown Zellerbach	320
Crystal Tissue Company, The	404
Cyklop Strapping Corporation	828
Dart Container Corporation	610
DataCom, Inc.	807
Decker Tape Products Co, Inc.	123
Deltapaper	1011
Distribution Resources Co.	Constitution Rm. 3 & 4
Douglas Stephen Plastics, Inc.	720
Drackett Products Company	609
Duni Corporation	125
Duro Bag Mfg. Co.	413
Dynamic Computer Systems, Inc.	805
Eco-Line, Division of Economics Laboratory, Inc.	710
Econoco Corporation	403
Eddie Goodman Co., Inc.	Constitution Rm. 10
Ekco Products, Inc.	323
EPCO, Inc.	1002
Epic Industries	Constitution Rm. 14
Erving Paper Mills	412
Equality/Stribbons	214
Fabian Taping Dispenser Corp.	806
The Fonda Group, Inc.	617
Form Fit Plastics	508
Forster Mfg. Co., Inc.	1019
Fort Howard/Sweetheart	705
Franklin Disposables, Inc.	511
Freeman Paper Company	203
Gallos Plastic Corp.	1022
General Plastics Corp./GP Plastics Corp.	324
Genpak Corp./Polytherm Products	111
Glenmark Industries, Inc.	Constitution Rm. 18
Go-Jo Industries, Inc.	923
Handi-Kup Company	308
Harshaw/Filtrol Partnership	822
Heritage Bag Company	928
Hilex Poly Co., Inc.	906
Himolene Group, The	221
Hospital Specialty Company	306
Imperial Cup Corporation	406
Indiana Carton Company, Inc.	818
Inline Plastics Corporation	226
Intertape Systems Inc.	Constitution Rm. 19
I.R. Industries, Inc.	222
Jet Plastica Industries, Inc.	717
K-Seal, Inc.	Constitution Rm. 5
Kaiser Aluminum & Chemical Corp.	424
Keyes Fibre Company	212
Keystone Adjustable Cap Co., Inc.	813
R.J. Lachman Inc.	427
Laminations Corporation	817
Lily Truck Leasing	Constitution Rm. 22
Ling Products, Inc.	925
Linpac Flexible Packaging	927
Lockwood Association, Inc., The	1012
Longview Fibre Company	1000
3M/Tape & Allied Products	100
Mack-Allied/Mack-Chicago	411
Manufacturers Representatives of America	525
Marcal Paper Mills, Inc.	1013A
Marsh Stencil Machine Company	714
Marvel Lighting Corporation	507
Maryland Plastics Inc.	422
Mayan Converting, Inc.	Constitution Rm. 23
J.H. McNairn Limited	205
Medical Disposables Company	911
Menasha Corporation/Sus-Rap Packaging	708
Midwest Film Corporation	101
Mobil Chemical Company, Plastic Packaging Division	503
Moser Bag & Paper Co.	517
Mulco Industries, Inc.	104
Mutual-Precision Co.	317
National Paper Trade Assn., Inc.	Constitution Rm. 12
Nice-Pak Products Inc.	1016A
Nifty Packaging Products	102
Nyman Mfg. Co.	1007
Odyssey Packaging Inc.	823
Packraft, Inc.	Constitution Rm. 7
Paperades, Inc.	Constitution Rm. 20
Peacock Products, Inc.	325
Perkit Folding Box Corp.	208
Pioneer Gift Wrap, Inc.	915
Plastics, Inc.	606
Plymouth Rubber Company, Inc.	219
Polar Plastics Mfg., Inc.	Constitution Rm. 15
Polyplast Group, Division of United Brands	Constitution Rm. 8
Polyvinyl Films Inc.	814
Primepak	1021
Printwrap Sales, Inc.	926
Quest Chemical Corp.	Constitution Rm. 1
Regal Poly-Pak	604
Rixie Paper Products Inc.	509
Robbie Manufacturing, Inc.	1003
Rochester Midland Corporation	730
Rockwell Chemical Inc.	920
Royal Paper Converters, Inc.	811
Ryder Truck Rental	905
SBS Products, Inc.	810
Sandusky Plastics, Inc.	812
Sanelk International Inc.	211
San Jamar, Inc.	826
Scott Paper Company	Island 417
Sealright Co., Inc.	303
Sentinel Foam Products	Constitution Rm. 21
Shar Lee Packaging/Eurobags	Constitution Rm. 17
Sherri Cup, Inc.	218
Shuford Mills Tape Division	428
Sigma & Omega Plastic's	105
Single Service Institute, Inc.	527
Solo Cup Co.	1005
Southeastern Plastics/Sack Corp. of America	712
Southern Champion Tray Company	607
Springprint Paper Products Company	603
Standard Box Company	1001
Standard Paper Software Marketing Corp.	1009
Sterling Paper Company	618
Stevens & Thompson Paper Company	110
Structured Computer Systems, Inc.	224
Supreme Lighting Corp.	924
Surrey Industries	921
System Packaging Company, Inc.	917
Tagsons Papers, Inc.	824
Texize	726
Trinity Paper & Plastics Corporation	117
Uniset, Inc.	113
United Overseas Intl. Inc.	825
Universal Business Systems, Inc.	723
U. S. Mat & Rubber Co., Inc.	827
Webster Industries, Incorporated	510
Webster Packaging	510
WFR Ribbon Corp.	820
White Mop Wringer Company	418
Wilkinson Mfg. Co.	207
Winchester Carton Corporation	718

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BUSINESS PRODUCTS & SERVICES	Booth
Alliance Rubber Company	201
Better Packages	311
DataCom, Inc.	807
Lily Truck Leasing	Constitution 22
Manufacturers Representatives of America	525
Plymouth Rubber Company, Inc.	219
Sentinel Foam Products	Constitution 21
Single Service Institute, Inc.	527
U.S. Mat & Rubber Co., Inc.	827

FOOD SERVICE DISPOSABLES	Booth
A&E Plastics Inc.	220
ADCO Specialties, Inc.	1021A
Alcan Foil Products	121
Alumax Foils, Inc.	1018
American Cellophane & Plastic Films	202
Americo Manufacturing Company, Inc.	115
Amoco Foam Products Company	Constitution 9
Aqua Maid Products	Constitution 2
Armin Corporation	409
Artisan Plastics Corp.	922
Atlantic Mills, Inc.	808
Bagcraft Corporation of America	302
Beach Products	108
Beier & Company	Constitution 11
Candle Corporation of America	608
Celloplast Inc.	109
Cellucap Manufacturing Company	321
Chesapeake Fiber Packaging Corporation	910
Chicopee	307
Clear Shield National, Inc.	622
Comet Products, Inc.	326
Continental Extrusion Corporation	725
Crown Zellerbach	320
Dart Container Corporation	610
Douglas Stephen Plastics, Inc.	720
Duni Corporation	125
Ekco Products, Inc.	323
Epco, Inc.	1002
Erving Paper Mills	412
The Fonda Group, Inc.	617
Form Fit Plastics	508
Forster Mfg. Co., Inc.	1019
Fort Howard/Sweetheart	705
Franklin Disposables, Inc.	511
Freeman Paper Company	203
Gallos Plastics Corp.	1022
Genpak Corp./Polytherm Products	111
Genpak Corporation	111
Handi-Kup Company	308
Harshaw/Filtrol Partnership	822
Heritage Bag Company	928
The Himolene Group	221
Imperial Cup Corporation	406
Indiana Carton Company, Inc.	818
Inline Plastics Corporation	226
J.H. McNairn Limited	205
Jet Plastica Industries, Inc.	717
Kaiser Aluminum & Chemical Corp.	424
Keyes Fibre Company	212
Keystone Adjustable Cap Co., Inc.	813
Ling Products, Inc.	925
Marcal Paper Mills, Inc.	1013A
Maryland Plastics, Inc.	422
Mobil Chemical Company, Plastic Packaging Division	503
Moser Bag & Paper Co.	517
Mulco Industries, Inc.	104
Nice-Pak Products, Inc.	1016A
Nyman Mfg. Co.	1007
Packraft, Inc.	Constitution 7
Paperades, Inc.	Constitution 20
Perkit Folding Box Corp.	208
Plastics, Inc.	606
Polar Plastics Mfg., Ltd.	Constitution 15
Polyplast Group, Division of United Brands	Constitution 8
Polyvinyl Films, Inc.	814
Rixie Paper Products Inc.	509
Rockwell Chemical Inc.	920
Sandusky Plastics, Inc.	812
Scott Paper Company	Island 417
Sealright Co., Inc.	303
Sherri Cup, Inc.	218
Sigma & Omega Plastics	105
Single Service Institute, Inc.	527
Solo Cup Co.	1005
Southern Champion Tray Company	607
Springprint Paper Products Company	603
Standard Box Company	1001
Sterling Paper Company	618
Uniset, Inc.	113
Webster Industries, Inc.	510
Wilkinson Mfg. Co.	207
Winchester Carton Corporation	718

HEALTH CARE DISPOSABLES	Booth
ADCO Specialties, Inc.	1021A
American Cellophane & Plastic Films	202
Aqua Maid Products	Constitution 2
Armin Corporation	409
Atlantic Mills, Inc.	808
Cellucap Manufacturing Company	321
Comfort Sanitary Products, Inc.	216
Crown Zellerbach	320
Dart Container Corporation	610
Ekco Products, Inc.	323
Forster Mfg. Co., Inc.	1019
Franklin Disposables, Inc.	511
Freeman Paper Company	203
Gallos Plastics Corp.	1022
Heritage Bag Company	928
The Himolene Group	221
Hospital Specialty Company	306
Keystone Adjustable Cap Co., Inc.	813
Ling Products, Inc.	925
Marcal Paper Mills, Inc.	1013A
Medical Disposables Company	911
Mulco Industries, Inc.	104
Nice-Pak Products, Inc.	1016A
Robbie Manufacturing, Inc.	1003
Rochester Midland Corporation	730
San Jamar, Inc.	826
SBS Products, Inc.	810

INDUSTRIAL PACKAGING	Booth
Admiral Folding Box Company, Inc.	909
Alliance Rubber Company	201
APS Autovend Packaging Systems	809
Armin Corporation	409
Bagcraft Corporation of America	302
Bedford Industries, Inc.	119
Bedford Plastics, Inc.	119
Better Packages	311
Bulman Products, Inc.	513
Celloplast Inc.	109
Chesapeake Fiber Packaging Corporation	910
The Crowell Corporation	528
The Crystal Tissue Company	404
Cyklop Strapping Corporation	828
Deltapaper	1011
Epco, Inc.	1002
Fabian Taping Dispenser Corp.	806
General Plastics Corp./GP Plastics Corp.	324
I.R. Industries, Inc.	222
Intertape Systems Inc.	Constitution 19
J.H. McNairn Limited	205
Laminations Corporation	817
Longview Fibre Company	1000
3M/Tape & Allied Products	100
Mack-Allied/Mack-Chicago	411
Mayan Converting, Inc.	Constitution 23
Menasha Corporation Sus-Rap Packaging	708
Mobil Chemical Company, Plastic Packaging Division	503
Mutual-Precision Co.	317
Nifty Packaging Products	102
Peacock Products, Inc.	325
Plymouth Rubber Company, Inc.	219
Polyplast Group, Division of United Brands	Constitution 8
Primepak	1021
Rockwell Chemical Inc.	920
Royal Paper Converters, Inc.	811
Saneck International, Inc.	211
Sentinel Foam Products	Constitution 21
Sigma & Omega Plastics	105
Southeastern Plastics/Sack Corp. of America	712
System Packaging Company, Inc.	917
Trinity Paper & Plastics Corporation	117

PRINTING PAPERS	Booth
Artco Converters	1016

RETAIL PACKAGING	Booth
Admiral Folding Box Company, Inc.	909
Alliance Rubber Company	201
Amko Plastics Inc.	1014
APS Autovend Packaging Systems	809
Bagcraft Corporation of America	302

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Beier & Company	**Constitution 11**
Berwick Industries, Inc.	**704**
Boas Box Company	**210**
Bulman Products, Inc.	**513**
Celloplast Inc.	**109**
Century Packaging, Inc.	**228**
Champion International Corporation	**225**
Chesapeake Fiber Packaging Corporation	**910**
Ben Clements & Sons, Inc.	**504**
Coastline Packaging Inc.	**Constitution 6**
Continental Extrusion Corporation	**725**
The Crystal Tissue Company	**404**
Duro Bag Mfg. Co.	**413**
Econoco Corporation	**403**
Eddie Goodman Company, Inc.	**Constitution 10**
Ekco Products, Inc.	**323**
Equality Stribbons	**214**
Form Fit Plastics	**508**
Glenmark Industries, Inc.	**Constitution 18**
Hilex Poly Co., Inc.	**906**
R.J. Lachman, Inc.	**427**
Linpac Flexible Packaging	**927**
Longview Fibre Company	**1000**
3M Tape & Allied Products	**100**
Midwest Film Corporation	**101**
Mobil Chemical Company, Plastic Packaging Division	**503**
Moser Bag & Paper Co.	**517**
Mutual-Precision Co.	**317**
Odyssey Packaging Inc.	**823**
Packraft, Inc.	**Constitution 7**
Pioneer Gift Wrap, Inc.	**915**
Polyplast Group, Division of United Brands	**Constitution 8**
Primepak	**1021**
Printwrap Sales, Inc.	**926**
Regal Poly-Pak	**604**
Robbie Manufacturing, Inc.	**1003**
Rockwell Chemical Inc.	**920**
Royal Paper Converters, Inc.	**811**
Saneck International, Inc.	**211**
Sentinel Foam Products	**Constitution 21**
Shar Lee Packaging Eurobags	**Constitution 17**
Southeastern Plastics Sack Corp. of America	**712**
Southern Champion Tray Company	**607**
Surrey Industries	**921**
Trinity Paper & Plastics Corporation	**117**
United Overseas Intl. Inc.	**825**
Webster Packaging	**510**
WFR Ribbon Corp.	**820**

JANITORIAL SUPPLIES & EQUIPMENT

	Booth
ABC Compounding Co., Inc.	**821**
ADCO Specialties, Inc.	**1021A**
American Cellophane & Plastic Films	**202**
Americo Manufacturing Company, Inc.	**115**
Aqua Maid Products	**Constitution 2**
Atlantic Mills, Inc.	**808**
Bagcraft Corporation of America	**302**
Barrier Industries, Inc.	**112**
Beier & Company	**Constitution 11**
Bulman Products, Inc.	**513**
Carroll Company	**1010**
Chicopee	**307**
Clark Paper Converting Corp.	**309**
Comfort Sanitary Products, Inc.	**216**
CPL Industries (Division of Colgate Palmolive Co.)	**Constitution 24**
Crown Zellerbach	**320**
Drackett Products Company	**609**
Eco-Line, Division of Economics Laboratory, Inc.	**710**
Epic Industries	**Constitution 14**
Fort Howard Sweetheart	**705**
General Plastics Corp. GP Plastics Corp.	**324**
Go-Jo Industries, Inc.	**923**
Heritage Bag Company	**928**
The Himolene Group	**221**
Hospital Specialty Company	**[illegible]06**
Marcal Paper Mills, Inc.	**1013A**
Mobil Chemical Company, Plastic Packaging Division	**503**
Quest Chemical Corp.	**Constitution 1**
Rockwell Chemical Inc.	**920**
Scott Paper Company	**Island 417**
Sigma & Omega Plastics	**105**
Stevens & Thompson Paper Company	**110**
Tagsons Papers, Inc.	**824**
Texize	**726**
U.S. Mat & Rubber Co., Inc.	**827**
Webster Industries, Inc.	**510**
White Mop Wringer Company	**418**

MATERIAL HANDLING PRODUCTS

	Booth
Bulman Products, Inc.	**513**
Econoco Corporation	**403**
Marsh Stencil Machine Company	**714**
Mobil Chemical Company, Plastic Packaging Division	**503**
Robbie Manufacturing, Inc.	**1003**
Ryder Truck Rental	**905**

COMPUTER PRODUCTS

	Booth
CPI, Inc.	**519**
Distribution Resources Co.	**Constitution 3**
Dynamic Computer Systems, Inc.	**805**
The Lockwood Association, Inc.	**1012**
Standard Paper Software Marketing Corp.	**1009**
Structured Computer Systems, Inc.	**224**
U.S. Mat & Rubber Co., Inc.	**827**
Universal Business Systems, Inc.	**723**

TAPES

	Booth
Better Packages	**311**
Cyklop Strapping Corporation	**828**
Decker Tape Products Co., Inc.	**123**
Fabian Taping Dispenser Corp.	**806**
I.R. Industries, Inc.	**222**
Intertape Systems Inc.	**Constitution 19**
3M Tape & Allied Products	**100**
Nifty Packaging Products	**102**
Peacock Products, Inc.	**325**
Shuford Mills Tape Division	**428**

OTHER

	Booth
Candle Corporation of America	**608**
Drackett Products Company	**609**
Eddie Goodman Co., Inc.	**Constitution 10**
Marvel Lighting Corporation	**507**
Nice-Pak Products, Inc.	**1016A**
Printwrap Sales, Inc.	**926**
Supreme Lighting Corp.	**924**

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1986 Convention & Exposition Policy Statement

The National Convention of the paper/plastics and allied products distribution industry is held each year to create a legal forum for the exchange of product information and management ideas among paper merchants, suppliers, and manufacturers' representatives.

This annual meeting and the related Paper/Plastics & Allied Products Exposition is organized, coordinated, promoted and planned by the National Paper Trade Association, inc. (NPTA). It is the purpose of the Association to encourage and foster the broadest, most convenient range of contacts between all industry representatives, in addition to providing an atmosphere of sociability and idea exchange. In order to accomplish these goals, NPTA urges your cooperation with the following policy:

For Paper Merchants and Manufacturers Representatives

1. ***Support*** the efforts of the suppliers who exhibit at the ***Paper/Plastics & Allied Products Exposition.*** They are providing a most efficient and convenient way to meet key manufacturing executives and learn about new products.

2. ***Support*** the efforts of the registered manufacturers maintaining hospitality suites at the ***Official Convention Hotels.***

3. ***Attend*** the official Convention meetings and workshops, especially the ***General Business Session*** on Sunday morning at 10:00 a.m. Invite your suppliers to attend; the meetings are for them also. Resist individual supplier appointments that conflict with Convention meetings and workshops.

4. ***Encourage*** your suppliers to participate in the Convention and Exposition at the Official Convention Hotels so as not to detract from the efficient operation of the meeting, by expanding the radius of their activities. Let them know that it is easier and more efficient for you, the customer, to visit with them at the Official Convention Hotels. Resist meetings in other locations.

5. ***Purchase*** tickets for the Chairman's Luncheon on Convention Monday for members of your firm and for your suppliers. By doing so you will be supporting the efforts of the ***Paper And Plastics Education Research (PAPER) Foundation.*** In addition, greater industry participation in this function will enhance the stature of the ***Stanley O. Styles Industry Excellence Award.***

6. ***Provide NPTA*** with feedback regarding positive and negative aspects of the Annual Convention and suggestions for change.

For Manufacturers, Converters and Suppliers

1. ***Look*** upon the NPTA Annual Convention and Exposition as the premier opportunity to meet with a maximum number of customers and potential customers in a most economic and efficient way. Come prepared, organized and directed to get the most out of this event.

2. ***Participate in the Paper/Plastics & Allied Products Exposition*** by using booth space on the floor of the show to meet the greatest number of customers and potential customers.

3. ***Maintain*** hospitality suites in the ***Official Convention Hotels*** because it affords paper merchant customers the efficiency of visiting a maximum number of suppliers in a minimum amount of time.

4. ***Maximize*** your influence and presence at the Convention and Exposition by informing attendees of your products, services and the whereabouts of your company by advertising in the **only official** Convention publication: **MN's Official Guide to the 1986 Convention & Exposition**

5. ***Attend the General Business Session*** on Convention Sunday at 10:00 a.m. Encourage your customers to attend. Do not schedule meetings to conflict with NPTA meetings, and attend as many meetings and workshops as is feasible.

6. ***Inform NPTA*** of your reception and other social plans, so that the Association can assist you in finding proper space. In addition, the Association can inform you of other supplier plans, so that conflicts do not arise with similar paper merchant groups that may be invited to receptions and other social events. NPTA is here to assist you so that all suppliers may derive maximum benefit from the events you schedule.

7. ***Purchase*** tickets to the Chairman's Luncheon on Convention Monday. It is the only "official" social event of the Convention. Attend the event yourself and invite your customers. Make it part of your Convention planning. In addition your attendance supports the efforts of the ***Paper And Plastics Education Research (PAPER) Foundation.*** A large turnout also will assist in enhancing the stature of the ***Stanley O. Styles Industry Excellence Award*** which will be presented at the luncheon.

8. ***Request*** badges for your official staff **only**. Unofficial badges given to merchant customers or others to avoid nonmember registration fees will result in embarrassment and suspension from participating at future Conventions. Don't forget, **only** paper merchants and manufacturers representatives are allowed to attend. End user customers are **not** welcome.

9. ***Provide NPTA*** with feedback regarding positive and negative aspects of the annual event and suggestions for change.

If any questions should arise regarding the above policy, please contact John J. Buckley, Jr., NPTA president at 111 Great Neck Road, Great Neck, NY 11021: 516-829-3070.

For information on exhibiting at the Paper/Plastics & Allied Products Exposition, contact: Ed Ruffing, exhibit manager, Scherago Associates, 1515 Broadway, New York, NY 10036; 212-730-1050.

To place an ad in the **Official Guide,** contact Richard J. Lerman, director of advertising, **Management News** magazine, 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.

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P.O. Box 49, Collingdale, PA 19023-0049

AMERICAN FIBER-VELOPE MFG. CO. ENVELOPE PRODUCTS DIVISION
National Hq. & Eastern Mfg. Division • Pusey & Mildred Aves., P.O. Box 49 • Collingdale, PA 19023-0049 • (215) 586-7200
Midwestern Mfg. Division • P.O. Box 249, Gurnee, IL 60031-0249 • (312) 249-4500
Western Mfg. Division • 14301 Alondra Blvd., P.O. Box 99 • La Mirada, CA 90637-0099 • (714) 523-2631

1986 Paper/Plastics & Allied Products Exposition

Listed here are all of the companies exhibiting in the 1986 Paper/Plastics & Allied Products Exposition. Use this resource and keep it for future reference.

ABC COMPOUNDING CO., INC.

Booth 821

6970 Jonesboro Road
Morrow, GA 30260

Private label cleaning compounds, powders, liquids, and aerosols; over 600 products and will private formulate to specific requirements; In house art department and private fleet of tractor/trailers resulting in significantly reduced freight cost. Call us at 800-241-4932.

Contact: Doug Armistead, Vice President 800-241-4932

A&E PLASTICS INC.

Booth 220

14505 Proctor Avenue
Industry, CA 91749

A vertically integrated manufacturer of premium quality packaging for retail meat and produce, and disposable containers for the foodservice industry. THE SELL OUT® foodservice line offers clear and opaque hinged lid containers and two-piece platters. Tight closures, anti-fog coatings and cut-on surfaces are only a part of the uniqueness of these products.

Contact: Alvin Berke, Director/Marketing 818-968-3801

ADCO SPECIALTIES INC.

Booth 1021A

Box 47
Red Bank, NJ 07701

Wipers - paper and non-wovens for industry and the food service market. Aprons, treated dust cloths, etc.

Contact: A. D. O'Connor, President 201-530-7555

ADMIRAL FOLDING BOX COMPANY INC.

Booth 909

102 Pleasant Valley Street
Methuen, MA 01844

Manufacturers of folding gift and garment boxes for every apparel and chinaware purpose. This is a stock line of Christmas and everyday designs with a pre-wrap look. All standard stock sizes available in depth for at-once delivery. Custom designs and industrial cartons for quantity users.

Contact: Sidney Feinstein, National Sales Manager 617-685-0333 / 617-395-6590

ALCAN FOIL PRODUCTS

Booth 121

4451 Robards Lane
Louisville, KY 40232

See our ad page 17

A manufacturer of aluminum foil rolls, pop-up sheets and laminated sheets. Rolls and pop-up sheets are available in the most popular sizes. Alcan exclusives include Cash'n Carry pop-up sheets, Quarter Miler and Deli Pops. Alcan also offers PVC cutter box film and perforated sheets. Call us at 800-826-2876.

Contact: Robert C. Shemming, National Sales Manager 502-459-1900

ALLIANCE RUBBER COMPANY

Booth 201

P.O. Box 599
Franklin, KY 42134

If you bind, bundle, tie or bunch, hold everything 'til you talk to Alliance. Since 1923, we've been making rubber bands for every industrial need and developing new ones as needs arise. We're specialists! We make rubber bands and only rubber bands. Call the Hold Everything People at toll free 1-800-626-5940.

Contact: Bonnie Swayze, Vice-President Sales & Marketing 502-586-3218

ALUMAX FOILS, INC.

Booth 1018

6100 So. Broadway
St. Louis, MO 63111

Displays of aluminum foil rolls and pop-ups used by the food service industry. Call us at 800-325-9501.

Contact: Robert G. Wood, Marketing Manager-Food Service 314-481-7000

AMERICAN CELLOPHANE & PLASTIC FILMS

Booth 202, 204, 206

One Galen Street
Watertown, MA 02172

Can liners, standard & premium (Bag'm) product lines; tubular stock poly bags, bakery bags, poultry bags, ice bags, stock design produce bags, restaurant left-over bags, meat bags, banquet roll table covers, Amcel plastic cutlery, consumer packs and industrial. Straws and all types of styrene cups.

Contact: Nathan Weiss, Vice President Sales/Marketing 617-924-0800

AMERICO MANUFACTURING COMPANY, INC.

Booth 115

6224 No. Main Street
Acworth, GA 30101

See our ad page 47

A basic manufacturer of floor machine pads, hand scrubbing pads, walk-off mats, and urinal screens. Americo mats come in four styles, each with twelve basic sizes and six basic colors. Urinal screens come in three styles, colors, and fragrances; and pads in the standard colors and sizes.

Contact: Kenneth S. Koblitz, Vice President, Sales & Marketing 404-974-7000

AMKO PLASTICS INC.

Booth 1014, 1015

12025 Tricon Road
Cincinnati, OH 45246

See our ad pages 36-37

RETAIL PACKAGING: High impact packaging to stimulate retail sales. PROMOTIONAL PACKAGING: Trade show and retail bags can build traffic and excitement with INSERTABAG. SIX-INCH BRIDGE HANDLE: Designed to display merchandise at point-of-purchase. FULL COLOR PROCESS PRINTING: Vividly realistic process printing captures skin tones and brilliant color.

Contact: Tom Truesdell, Vice President Marketing 513-671-1777

AMOCO FOAM PRODUCTS COMPANY

Constitution Rm. 9

2100 Powers Ferry Road
Atlanta, GA 30099

Offering a full line of foodservice disposables including carryout containers, school lunch trays, tableware and casserole dishes. They are available from distributors nationwide. Restaurants, nursing homes, schools, fast food operations, hospitals, vending services, cafeterias and caterers are enjoying the quality and money saving advantages of Amoco disposables.

Contact: John A. Krause, National Marketing Manager 404-955-5595

APS AUTOVEND PACKAGING SYSTEMS

Booth 809

1275 Bloomfield Avenue
Fairfield, NJ 07006

We will be exhibiting our full line of shrink-wrap packaging systems. We will show our Econoline systems for small scale operations and our "Transport" for full scale operations.

Contact: Eric Verbeke, Sales Manager 201-575-1040

AQUA MAID PRODUCTS

Constitution Rm. 2

1 Allen Street, Box 2249
Springfield, MA 01101

Industrial wiping cloths, institutional wiping cloths, and health care disposable wash cloths.

Contact: Paul Motten, National Sales Manager 413-733-0471

ARMIN CORPORATION

Booth 409

301 West Side Avenue
Jersey City, NJ 07305

A leading nationwide manufacturer of polyethylene film and film products, including protective packaging, shrink bundling, bags (printed and unprinted), sheeting, disposable protective products for the health care and sanitary markets and roto-molded materials handling products. Our disposable products include gloves, both pe and vinyl, aprons, bibs and shoe covers.

Contact: Frank Berlin, President 201-432-8886

ARTCO CONVERTERS

Booth 1016, 1017

1 Stationery Place
Rexburg, ID 83441

See our ad page 92

Artco announcements are available in a broad line to fill all requirements for both cash and carry, and the stocking merchants.

Contact: Dennis Perry, National Sales Manager 208-356-3200

ARTISAN PLASTICS CORP.

Booth 922

10 Ferry Street
Concord, NH 03301

Artisanware™ and Glass-Lite™ are fully coordinated lines of disposable plastic dinnerware. Artisanware™ features an embossed rim in brilliant white. Glass-Lite™ is a new crystal clear line of dinnerware that shows off food just like glassware. Variety of sizes provides accurate portion control. Private label and custom packaging available.

Contact: Donald S. Carlo, Jr., National Sales Manager 603-225-5503

ATLANTIC MILLS, INC.

Booth 808

P.O. Box 680, 1325 Washington Avenue
Asbury Park, NJ 07712

See our ad page 85

Exibiting a variety of disposable wipers and aprons. Included in these are: food service wipers and aprons, wash cloths, treated dust cloths, and stretch and clean dust cloths, dust tools, industrial towels, scrim reinforced wipes, bonded cellulose-hi loft, cheesecloth and shop towels.

Contact: Lesley J. Ward, General Manager 201-774-4882

BAGCRAFT CORPORATION OF AMERICA

Booth 302, 304

3900 West 43rd Street
Chicago, IL 60632-3412

350 stock packages for supermarkets, foodservice, hotel-motel and retail packaging. New trend-food grazing packaging system, Dubl-Wax® bags, Dubl-Fresh® cookie bags, Dubl-Panel® window bags, Honeycomb™ foil sandwich wraps and bags, coated and waxed on one side sheets, coffee bags and laundry bags. New Crystalene™ supermarket packaging, new Idento™ gift packaging program, season's greetings designs, matched graphics on bags, sheets and rollstock.

Contact: Don Brown, National Sales Manager 312-254-8000

BARRIER INDUSTRIES, INC.

Booth 112

200 East Main Street
Port Jervis, NY 12771

See our ad page 98

A basic manufacturer of janitorial chemicals, Barrier Industries will feature its full-line of cleaning products available to distributors under Barrier or Private Label. Products will include floor finishes and waxes, detergents, disinfectants, handsoaps, bowl and bathroom cleaners, automotive products and industrial chemicals.

Contact: Ben Elder, National Sales Manager 914-856-6633

BEACH PRODUCTS

Booth 108

One Paper Place
Kalamazoo, MI 49001

Offering a complete line of disposable napkins, cups, plates, tablecovers, coasters and placemats with a full range of sizes. Custom printing is available on all items. The company features over 30 contemporary Designer Colors that are available plain or custom printed.

Contact: Rick Atkins, Sales Manager/Special Markets 616-349-2626

BEDFORD INDUSTRIES, INC. & BEDFORD PLASTICS, INC.

Booth 119

1659 Rowe Avenue
Worthington, MN 56187

Top quality tie ribbons available in retail packs, cuts, gangs, spools, spoollees. Double and single wire, paper, plastic, and plastic/paper. Solid Phase Pressure Formed (SPPF) polypropylene bowls, lids and trays in clear, colors and prints. Microwavable retail food storage containers. Crystallized PET containers and trays.

Contact: Mr. Kim Milbrandt, Director 507-376-4136

BEIER & COMPANY

Constitution Rm. 11

800 E. River Street
Dixon, IL 61021

See our ad pages 16, 28, 84 & 114

This year Beier features a comfortably furnished booth where serious distributors may sit down with key, Beier sales executives to discuss the Beier "Partners in Profit" lines of hospitality, decorative, and custom print bags, wrap and quality, converted paper products.

Contact: Dwight Young, Director/Marketing 815-284-6666

BERWICK INDUSTRIES, INC.

Booth 704, 706

80 E. Ridgewood
Paramus, NJ 07652

See our ad page 71

Berwick has recaptured the lead with our new Splendorette® line — Splendorette® ribbons, star bows, pom-pom bows and curling ribbon will be available in 30 colors! New colors include copper, vanilla, navy, melon, mauve, hunter, french blue, and better times.

Come to our booth display for new ideas in gift wrapping.

Contact: Rick Norton, National Sales Manager 201-265-7710

BETTER PACKAGES

Booth 311, 313

19 Forest Parkway
Shelton, CT 06484

Electric, electronic and manual gummed tape machines; pressure sensitive tape dispensers; package sealers; label and envelope moisteners; electronic USPS/UPS weighing systems; mailing machines for USPS meters/UPS registers.

Contact: William F. Meyer, Jr., National Sales Manager 203-926-1087

BOAS BOX COMPANY

Booth 210

44 Greenfield Avenue
Ardmore, PA 19003

Immediate shipment of over 270 sizes and styles of gift, jewelry, and florist boxes. Ten new colors, plus Gleam Wite and natural kraft. Customize by metallic hot stamping or printing. Also related retail packaging items. Call toll free: 800-BOAS BOX.

Contact: David Groverman, President 215-649-6100

BULMAN PRODUCTS, INC.

Booth 513

1650 McReynolds NW
Grand Rapids, MI 49504

See our ad page 61

Featuring a line of food service, gift wrap and packaging/shipping supply dispensers and racks. Especially featured is its Ekdahls line of Pack-Benches and equipment and Bulman's line of food wrap dispensers for cling film.

Contact: Jack Kirkwood, President 616-363-4416

CANDLE CORPORATION OF AMERICA

Booth 608

141 W. 62nd Street
Chicago, IL 60621

Products exhibited include: candelabras, candles in glass VENETIAN, candle warmers for food and beverage, taper candles, candle lamps, fuel lamps, Chafe Safe. New product feature OMNI liquid wax disposable fuel cartridge.

Contact: Ronald M. Struebing, National Sales Director 312-207-2000

CARROLL COMPANY

Booth 1010

2900 W Kingsley RD
Garland, TX 75041

See our ad page 34

A complete private label or branded name janitorial chemical program including liquids and powdered products. The program includes soaps, cleaners, aerosols, finishes, sealers, strippers, disinfectants, deodorants, deodorant blocks, restroom cleaners of all types, drain openers, floor sweeps, and specialty items. A dispenser program for laundry and warewash products.

Contact: Craig Neely, National Sales Manager 214-278-1304

CELLOPLAST INC.

Booth 109

375 North Street
Teterboro, NJ

CELLOPLAST INC. is the original manufacturer of the T-Shirt bag made from linear low density polyethylene sold under the name CHECKMATE. Stock and custom prints available in 14 sizes from 7-1/2 x 4-1/2 x 17-1/2 to 23 x 10 x 35. Printing up to three colors on two sides. For more information contact booth # 109.

Contact: Peter Hoffman, Area Sales Manager 201-488-6160

CELLUCAP MANUFACTURING COMPANY

Booth 321

4626 N. 15th Street
Philadelphia, PA 19140

Offering a full line of sanitary disposable headwear including: paper overseas caps, three styles of chef hats, nylon hairnets, institutional caps (OR style), tiaranets, ladies' headbands, utility caps, beard protectors and bump caps. Call us at 800-523-3814.

Contact: John Twamley, Vice President - Sales 215-324-0213

CENTURY PACKAGING, INC.

Booth 228

600 House Way D-5
Roswell, GA 30076

Zippered Garment bags, imported as well as bags made in the USA. Retail store labels — foil and embossed — hot stamped.

Contact: E. J. Wegener, President 404-998-8080

CHAMPION INTERNATIONAL CORPORATION

Booth 225, 227

P.O. Box 271
Walden, NY 12586

Visit our booth to see our new, innovative shopping bags.

Contact: Robert E. Costa, General Sales Manager 914-778-5511

CHESAPEAKE FIBER PACKAGING CORPORATION

Booth 910, 912

11000 Gilroy Road
Hunt Valley, MD 21031

BAKERY PRODUCTS: Plain boxes, windowed boxes, decorated windowed boxes; Bakery Bags, plain and waxed and decorated. CORRUGATED PRODUCTS: Circles, trays, pads, boxes, Pizza boxes. FOOD SERVICE PRODUCTS: Chicken boxes, carry-out-trays, pizza boxes.

Contact: Howard S. Feldman, Director of Marketing 301-666-2233

CHICOPEE

Booth 307

317 George Street
New Brunswick, NJ 08901

STRETCH 'n DUST™ Cleaning Cloth, MASSLINN™ Cleaning Cloth and CHICOPEE™ Dusting Tools for your customers' dusting needs. For industrial wiping, CHICOPEE DURAWIPE™ Towels and CHICOPEE Soft Cloth. For recreational needs, CHIX® Sports Towel and MASSLINN Sports Towel and CHIX Tee Towels. For foodservice, FRESH GUY™ Cloth Towels, CHIX Foodservice Towel, CHIX Wet Wipes and CHIX Aprons.

Contact: Nick Hrinko, Product Director 1-800-TEL-CHIX

CLARK PAPER CONVERTING CORP.

Booth 309

1625 Potrero Avenue
S. El Monte, CA 91733

Shieldor, Armdor, Peldor, Rolldor and Firmdor paper toilet seat covers and dispensers.

Contact: Merle Sukut, Vice President 818-442-5652

CLEAR SHIELD NATIONAL, INC.

Booth 622

1175 S. Wheeling Road
Wheeling, IL 60090

Disposable plastic tableware - retail packaged cutlery, cocktail glasses and tumblers. Individually wrapped cutlery and kits containing napkin, straw and condiments for use as school kits and restaurant packets. Plastic Carnival drinking straws (bagged and individually wrapped) and cocktail stirrers.

Contact: Roger D. White, Sales Manager 312-541-2900

BEN CLEMENTS & SONS, INC.

Booth 504, 506

50 Ruta Court
So. Hackensack, NJ 07606

TACH-IT tag attaching and joining division of Ben Clements & Sons, Inc. exhibiting new complete expanded line of polypropylene and nylon attachments including TA[illegible]L-PRUF tagging barbs, display HOOK-UPS, DUBL-HEADER security loops and cable ties. Hand held TACH-IT 2 and mini TACH-IT tagging guns, manual, electric and pneumatic tagging and joining equipment.

Contact: Stanley Clements 201-440-5500

COASTLINE PACKAGING INC.

Constitution Rm. 6

2574 N. University Dr.
Sunrise, FL 33322

Specializing in small runs of retail bags sold exclusively through distributors. Products include patch handles, poly draws, garment rolls, merchandise bags, rigid handles and litter bags. Coastline also features imported poly coated paper "BOUTIQUE BAGS," exclusive "EUROBAGS," drawstrings, shoppers and other imported packaging.

Contact: Harvey Rosenbloom, President 305-748-0066

COMET PRODUCTS, INC.

Booth 326, 328

6 Stuart Road
Chelmsford, MA 01824

Exhibiting clear plastic disposable drinkware, dinnerware, stemware, portion cups and dessert dishes with lids, promotional tumblers, stock print and special print tumblers, tinted tumblers and dinnerware, retail packages, soft plastic clear unbreakable tumblers, hotel/motel wrapped room tumblers and new dual-ovenable CPET trays.

Contact: Gary Seligson, Executive Vice President 617-256-6551

COMFORT SANITARY PRODUCTS, INC.

Booth 216

5604 Stone Avenue
Cleveland, OH 44102

A product line that includes: Comfort Plus™ maxipads, Comfort Plus™ tampons, available in both vended and institutional packaging, Comfort Plus™ vending machines, institutional first aid kits, sanitary napkin receptacles, sani-bags, and other related feminine products. Call us at 800-321-2919.

Contact: Larry Frankel, President 216-281-6066

CONTINENTAL EXTRUSION CORPORATION

Booth 725, 727

2 Endo Boulevard
Garden City, NY 11530

Manufacturers of a complete line of hi and low density polyethylene bags for retail food, retail non-food and promotional use. New products this year include Stock Food Bags and Clear Bakery Bags. Also: Superbag, Superbag Jr., deli-bags, Check-Sak, patch handle, The Twistlock System, duffle bag, domestics bag, gourmet packaging.

Contact: Miriam Uhlan, Marketing Services Manager 516-832-8111

CPI, INC.

Booth 519, 521

Rte. 34 & Artisan Way
Colts Neck, NJ 07722

See our ad on Inside Back Cover

CPI'S PAPER TIGER is the result of thousands of hours research into the specific operational requirements of the paper merchant. It is the ONE custom software system that gives you instant access to accurate, timely data that helps provide your customers with better service PROFITABLY. Already on line and running in paper merchant operations throughout the U.S.A., PAPER TIGER is the PROVEN, COMPLETE SYSTEM FOR THE PAPER MERCHANT.

Contact: Philip E. Sturm, President 201-462-8900

CPL INDUSTRIES (DIVISION OF COLGATE PALMOLIVE CO.)

Constitution Rm. 24

101 N. Summit Street
Tenafly, NJ 07670

Providing a full-line of brand name cleaning products that includes various Ajax Cleaning Products, Palmolive Dishwashing Liquid, Dynamo and Fab Detergents. In addition, CPL products include Sterno Canned Heat, Sterno Wick and Handy Fuel. Institutional non-woven wipes are also provided.

Contact: A. P. Chadourne, Director - Marketing 201-568-2330

THE CROWELL CORPORATION

Booth 523

Crowell Road at Harding Avenue
P.O. Box 3227
Newport, DE 19804

Will exhibit Samson and Tufftape reinforced and plain gummed sealing tapes, as well as CRO-NEL® and NYVEL® cold seal packaging materials.

Contact: Jerome J. Kipnees, Vice President Marketing 302-998-0557

CROWN ZELLERBACH

Booth 320, 322

One Bush Street
San Francisco, CA 94104

See our ad pages 106 & 107

The Service Products Business Unit of Crown Zellerbach manufactures a broad line of towels, tissue, napkins and non-paper items for the away from home market. Crown is highlighting their "Specialty" items in each broad product catagory.

Contact: Ken Vuylsteke, Director of Marketing 415-951-5266

THE CRYSTAL TISSUE COMPANY

Booth 404

P.O. Box 449
Middletown, OH 45042

Full-line of tissue for the retail packaging, gift wrapping and floral industries, featuring DESIGNER COLORS, stock prints, custom printed, colored waxed florist tissue and white. Also, industrial specialty grades.

Contact: William P. Glancy, Manager - Printed Products 513-423-0731

CYKLOP STRAPPING CORPORATION

Booth 828

Boot Road
Downingtown, PA 19335

Complete line of manual and electronic gummed tape dispensers with printer, dater and repeater accessories and an assortment of manual strapping systems and non-metallic strapping products.

Contact: Edward L. Minchew, Vice President-Sales 215-873-0290

DART CONTAINER CORPORATION

Booth 610, 612, 614

500 Hogsback Road
Mason, MI 48854

Insulated foam plastic cups, containers and bowls; single service impact and foam plastic plates and bowls; foam plastic hinged-lid trays; plastic cutlery; thermoformed plastic cold cups and food containers; custom and stock printed cups and containers.

Contact: B. Gordon Byron, Sales Manager 517-676-3800

DATACOM, INC.

Booth 807

P.O. Box 990
301 Lakeside Drive
Horsham, PA 19044

Exhibiting a full line of paper products, add rolls, cash register rolls, bond copy rolls; legal, ruled and scratch pads, quadrille pads, desk and easel pads and steno books; complete line of file folders — manila, hanging, colored, pressboard, partition and reinforced as well as file guides and index cards; clasp and catalog envelopes.

Contact: Roman Loewen, Manager 215-443-5700

DECKER TAPE PRODUCTS CO., INC.

Booth 123

6 Stewart Place
Fairfield, NJ 07006

A leading converter/printer of pressure sensitive tape. Decker Tape offers the distributor a complete line of paper, film, packaging, strapping, cloth, teflon, double-coated, and other specialty tapes. These products, as well as other services, will be exhibited.

Contact: Jack Decker, Vice-President 201-227-5350

DELTAPAPER

Booth 1011

4272 Wissahichon Avenue
Philadelphia, PA 19129

Kraft wrapping paper, Packers New Spirit, Bleached Butchers, Flat and Indented Bogus, PE Coated Papers, Waterproof and Waterproof reinforced papers, Animal Cage liners, packaging pads, flexographic printing, laminating, sheeting, slitting, rewinding, trimming, specialty packaging papers.

Contact: Wm. Bregman, President 215-226-6700

DISTRIBUTION RESOURCES CO.

Constitution Rm. 3 & 4

6061 South Willow Drive
Englewood, CO 80111

System for distributors is a fully integrated distribution management system for the HP 3000. It is designed to meet the distributor's requirements for sales order processing, purchase order processing, inventory control, shipping, billing, accounts receivable, accounts payable and general ledger. SFD helps the distributor improve customer service, control inventory and cash flow, boost profits, deal more effectively with competition, and increase productivity.

Contact: Sherry Hinds 303-889-4500

DOUGLAS STEPHEN PLASTICS, INC.

Booth 720, 722

P.O. Box 2775, 22-36 Green Street
Paterson, NJ 07509

Full line of proprietary and custom disposable products; vending and food service containers; pie wedges, ice cream containers; clear dome and flat lids for plastic, paper, china, and glass bowls, plates, glasses, and aluminum pans; cater-platters; cookie, bakery, and specialty food trays, food service and retail cutlery kits and bulk cutlery.

Contact: Eddie Toby, Vice President Sales 518-692-2211

DRACKETT PRODUCTS COMPANY

Booth 609, 611, 613

5020 Spring Grove Avenue
Cincinnati, OH 45232

See our ad page 41

Exhibiting their nationally branded, high quality items such as WINDEX, ENDUST, BEHOLD, MAXI-MATIC, RINSE-MATIC, MAXI-ANGLER, MAXI-LOK, DRANO AND VANISH. Dorex "BEER/CLEAN" glass cleaner, mineral solvent, sanitizer; quality chemical products and accessory equipment for the food and beverage service industry.

Contact: Joseph E. Lemmel, Administrative Operations Manager 513-632-1520

DUNI CORPORATION

Booth 125, 127

9073 Deerbrook Trail
Milwaukee, WI 53223

Manufacturers of the following disposable products: Dunicel® tablecovers, napkins, placemats, banquet rolls, Duni® 2 and 3-ply tissue napkins, Duni® paper plates and placemats, Duni® coasters and paper/plastic tablecovers, Dunilin® hot towels, and Duni® crystal line soft glasses.

Contact: Steve Lefebvre, President 714-994-6300

DURO BAG MFG. CO.

Booth 413

Davies & Oak Street
Ludlow, KY 41016

Grocery bags and sacks, millinery and notion bags, waxed bags, carrier bags, paper and plastic shopping bags and PLAS-T SAKS.

Contact: Paul Feldman, Vice President of Sales 606-581-8200

DYNAMIC COMPUTER SYSTEMS, INC.

Booth 805

169 River Street
Troy, NY 12180

Computer systems specifically designed for the paper distribution industry.

Contact: Robert Finkle, President 518-272-5696

ECO-LINE, DIVISION OF ECONOMICS LABORATORY, INC.

Booth 710

Osborn Building
St. Paul, MN 55102

Manufacturers and marketers of specialty cleaning products and equipment with an extensive line of warewashing, sanitation, laundry and housekeeping products to the foodservice and hotel/motel industry.

Contact: D. W. Kallgren, Manager, Support Functions 612-293-2233

ECONOCO CORPORATION

Booth 403, 405, 407

300 Karin Lane
Hicksville, NY 11801

See our ad page 21

Complete line of gift wrap paper cutters; including single roll, two tier, three tier and the new five roll revolving station; polished chrome polyethylene roll dispensing equipment; printed zippered vinyl garment covers; printed polyethylene garment bags; the "Misty" steamer — commercial steamer for garments, drapery, furniture, fabric, etc.

Contact: J. M. Rosenberg, Vice President 516-935-7700

EDDIE GOODMAN COMPANY, INC.

Constitution Rm. 10

25 Bond Street
Haverhill, MA 01830

Manufacturer of gift boxes, offering a variety of colors as well as white. Boxes may be hot stamped or ink printed. The company also manufactures millinery boxes that can be printed and used as hat boxes or by retailers selling balloons.

Contact: Joe Zarcaro, National Sales Manager 1-617-374-0555.

EKCO PRODUCTS, INC.

Booth 323

777 Wheeling Road
Wheeling, IL 60090

Manufacturer of disposable food containers in aluminum foil, clear plastic, ovenable paperboard and new dual-ovenable plastic. Ekco's full-line of containers are designed to help merchandise food in retail bakeries and delis, supermarkets, restaurants, convenient stores, hospitals, volume feeding, and vending.

Contact: Larry Greenberg 312-459-1500

EPCO, INC.

Booth 1002

763 Waverly Street
Framingham, MA 01701

Frankfurt holders, disposable foil and laminated ashtrays, aluminum container lids, butterchips, ice cream dishes, pie wedge plates, sandwich and vending boards, barbecue oven trays, decorated window cake boxes, cookie boxes, foil cake circles, caterer's platters, foil laminated take-home boxes, custom die cuts, and foil laminated specialties.

Contact: Robert S. Epstein, President 617-879-3630

EPIC INDUSTRIES

Constitution Rm. 14

710 Middlesex Avenue
Metuchen, NJ 08840

Complete line of detergents, disinfectants and deodorants in liquids, aerosols, powders; ice melters, tablets and blocks. Complete warewashing and laundry programs. Liquid, powdered and cartridge hand soaps and dispensers. Entire line available under Epic's well-known trademarks, distributor and national private labels. Locations in Metuchen, NJ, Romulus, MI, Houston, TX and City of Industry, CA.

Contact: Carol Akselrad, National Marketing Manager 201-549-3200

ERVING PAPER MILLS

Booth 412, 414

1 Arch Street
Erving, MA 01344

See our ad page 49

Paper napkins, semi-crepe dispenser and bulk packaged, 1-ply, single and multiply facial. Paper towels — singlefold, multifold, ceefold, hardwound roll and household roll. Banquet rolls, folded table covers, placemats and colored napkins. Industrial wipers, paper specialties, custom printed napkins and placemats. Tray covers, coasters, bathroom tissue and facial tissue.

Contact: David G. Oxley, Vice President of Marketing 617-544-2711

EQUALITY/STRIBBONS

Booth 214

11 East 26th Street
New York, NY 10010

See our ad page 31

"Snap-On"™ gift package decorations are the only complete available line of pre-tied elastic stretch loops designed to beautify and simplify gift packaging at low cost. Exciting metallic and fabric roses, carnations, starburst sprays, stretch cords, twisted cord, hot stamped ribbon, Bow-A-Ribbon, pull bows and foil gift cards are offered. There are many items for Christmas '86 such as metallic bells, candy canes, metallic holly, poinsettas and holly with cone, all attached to a stretch loop for easy package decorating.

Contact: Melinda Scott, Sales Manager 212-532-3000

FABIAN TAPING DISPENSER CORP.

Booth 806

1140 Broadway
New York, NY 10001

Complete line of tape and label dispensers, bag sealers, computer dispensers.

Contact: Nat Bello, General Manager 212-686-4343

THE FONDA GROUP, INC.

Booth 617, 619, 621

1435 Morris Avenue
Union, NJ 07083

See our ad page 80

Full-line of foodservice disposables featuring cups, plates, bowls, platters, food trays, containers, and the finest custom printing in the industry. For more information stop by our booth or contact your local Fonda representative.

Contact: Kenneth J. Freer, Vice President Sales/Marketing 201-964-0600

FORM FIT PLASTICS

Booth 508

100 Pleasant Street
Dracut, MA 01826

See our ad page 105

Manufacturer of proprietary and custom containers and lids for feeding programs (schools and hospitals), supermarkets (in-store bakery and deli), restaurants, vending applications.

Contact: David Thorpe, National Sales Manager 617-957-2943

FORSTER MFG. CO., INC.

Booth 1019, 1020

Depot Street
Wilton, ME 04294

Foodservice Disposables — round and flat toothpicks, wrapped toothpicks, toothpick dispensers, coffee stirrers, skewers, wood and plastic steak markers, cocktail forks, sandwich picks, cello frills; bulk plastic cutlery; plastic aprons, gloves and banquet rolls; brass, silver and stainless steel polishes. Health care disposables — tongue depressors, cotton-tipped applicators.

Contact: Donald Petersen, Division Sales Manager 800-341-7574

FORT HOWARD/SWEETHEART

Booth 705, 707, 709, 711, 713

P.O. Box 19130
Green Bay, WI 54307-9130

(Fort Howard Listing) — Complete line of sanitary paper products including toilet tissue, facial tissue, napkins, folded towels, non-perforated roll towels, perforated roll towels, wipers, printed napkins and placemats. Also on display are non-woven wipers and dry form wipers and washcloths. (Sweetheart Listing) — Quality single use paper and plastic products for all foodservice markets. Including cups, plates, platters, bowls, trays, containers and straws. Also, carryout containers, ice cream cones and toothpix.

Contact: Tim Reilly, Assistant Vice President 414-435-8821

FRANKLIN DISPOSABLES, INC.

Booth 511

7100 Huntley Road
Columbus, OH 43229

Four styles of disposable overseas caps will be featured, the Expand-O-Crown, lo-mesh, paper peak and the mesh peak. Also on display are continental and flair style chef hats, nylon hairnets, O R caps, beard restraints, poly aprons and gloves, poly adult and children's bibs, doggie bags and tyvek garments.

Contact: Michael J. Love, Sales Manager 614-436-1216

FREEMAN PAPER COMPANY

Booth 203

2954 Gross Street
Green Bay, WI 54304

See our ad page 18

Exhibiting Sav-Lin brand white, colored & printed place mats, white and printed Sav-Lin bath mats, white and printed Sav-Lin tray covers, Sav-Lin cut size and banquet roll table covers, Nuptial brand and Sav-Lin brand facial napkins (white, colored and printed), Medexam examination rolls. Custom slitting and rewinding.

Contact: Larry L. Swanson, President 414-336-2072

GALLOS PLASTICS CORP.

Booth 1022

2500 Old Lexington Road.
Winston Salem, NC 27107

A full line manufacturer of molded disposable drinkware and dinnerware with decorating and packaging capabilities. The company has two modern and efficient plants located on the East Coast and the Southwest to service you, the distributor, with less lead time.

Contact: Don Forrester, Vice President 919-784-8880

GENERAL PLASTICS CORP/GP PLASTICS CORP.

Booth 324

8900 N W 77 Court
Medley, FL 33166

See our ad page 113

Presenting a full line of linear low density and high molecular (hi-density) trash can liners, featuring "Tri Laminates" the latest technology in the industry. General Plastics offers: clear, colored and printed bags on rolls, headers and in dispenser cartons, plus the best on-time delivery record in the industry! Call us at 800-327-9616.

Contact: Bill Metaxas, Director of Sales & Marketing 305-888-3555

GENPAK CORPORATION

Booth 111

P.O. Box 727
Glens Falls, NY 12801

Introducing a new medium single and three compartment container as well as a small hoagie container. Also featured will be an expanded line of meat, poultry, produce and serving trays. Finally, Genpak will present a line of pleated, paper souffle and water cups, and conical water cups.

Contact: Douglas P. Marquis, Vice President, Marketing 518-798-9511

GENPAK CORP./POLYTHERM PRODUCTS

Booth 111

68 Warren Street/Box 727
Glens Falls, NY 12801

Foam hinged carryout containers in white/sesame. New are: jumbo, single/three compartment: ribs, chicken, fish; small breakfast: biscuits/gravy or complete meal; medium tray: baked potatoes, salads or chicken and biscuits. Hi-impact plates and bowls in white/almond. New are: dessert plate, 16 ounce salad bowl and 9" round single and three-compartment; clear bowls: 5, 12, and 24 ounce.

Contact: Douglas P. Marquis, Vice President, Marketing 518-798-9511

GLENMARK INDUSTRIES, INC.

Constitution Rm. 18

1100 Pidco Drive
Plymouth, IN 46563

Manufacture-converter of packaging supplies for the bakery-deli segment of foodservice requirements. We carry a complete line of items, folding cartons, pan liners, poly and waxed bags, plus all corrugated products. Stock design and custom printed are our specialty.

Contact: Mr. Jerry Gannon, Vice President of Sales & Marketing 219-936-2118

GO-JO INDUSTRIES, INC.

Booth 923

P.O. Box 991
Akron, OH 44309

Go-Jo and DermaPro hand soaps and specialty skin care products.

Contact: Kent Adams, Vice President Marketing 216-920-8100

HANDI-KUP COMPANY

Booth 308, 310, 312

190 Forrest Street
Metuchen, NJ 08840

Disposable styrofoam cups, containers, bowls, and lids.

Contact: Thomas M. Woods, Vice President, Sales 201-494-1999

HARSHAW/FILTROL PARTNERSHIP

Booth 822

30100 Chagrin Boulevard
Cleveland, OH 44124

Introducing FryLight™ — A new, easy-to-use powdered adsorbent/filter aid. Saves money on frying costs by greatly extending frying oil life. Removes soluble, as well as insoluble impurities generated during the cooking process. Preserves the delicate flavor and color of fried foods; eliminates smoking and foaming in fryer.

Contact: Vince Cerny, National Sales Manager 216-292-9241

HERITAGE BAG COMPANY

Booth 928

4434 McEwen Road
Dallas, TX 75234

Offering service coast-to-coast from manufacturing facilities located in major market areas. PRODUCT LINE: Industrial and institutional polyethylene can liners, stock and custom. Food bags and roll produce bags, stock and custom. Other tubular polyethylene bag needs.

Contact: Marsha Rutledge, Corporate Sales Coordinator 214-233-6130

HILEX POLY CO., INC.

Booth 906, 908

6049 E. Slauson Avenue
Los Angeles, CA 90040

Manufacturers of high molecular, high density printed notion and millinery, "Snappies" T-shirt sacks and counter pack bags. Serving the entire retail packaging market.

Contact: Mr. Sheldon Kritzer, Executive Vice President 213-726-0909

THE HIMOLENE GROUP

Booth 221, 223

3000 Valley Forge Circle, Suite 119
King of Prussia, PA 19406

See our ad page 19

The largest manufacturer of HMW-HDPE liners in North America with plants in Chicago, Los Angeles, Rutland and Vancouver. We will provide you with a progressive marketing package; including sales meetings and joint end user calls to introduce our products and educate your staff in our specialized presentation techniques.

Contact: Frank De Agostine, Executive Vice President 215-783-6000

HOSPITAL SPECIALTY COMPANY

Booth 306

7501 Carnegie Avenue
Cleveland, OH 44103

Manufactures and distributes nationally Gards® feminine napkins, feminine napkin dispensers, stainless steel washroom fixtures, disposable baby diapers, obstetrical pads, waste receptacles and liners. Hospital Specialty is the exclusive distributor in the United States of Tampax® tampons dispensed through vending machines. Tampax® is the registered trademark of Tambrands, Inc. Call us at 800-321-9832.

Contact: Morton L. Reitman, President 216-361-1230

IMPERIAL CUP CORPORATION

Booth 406, 408, 410

808 Fontaine Street
Kenton, OH 43326

The newest manufacturer of single service products for the food service industry. Imperial manufactures a complete line of paper and plastic vending and manual over-the-counter cups and containers. A nationwide truck fleet provides direct delivery service to insure prompt and efficient deliveries.

Contact: David Kaplan, Vice President-Sales and Marketing 419-673-0711

INDIANA CARTON COMPANY, INC.

Booth 818

Birkey & Bike Streets, P.O. Box 68
Bremen, IN 46506

Prestige, Bakers Pride, Artisto decorated cake, cookie and donut boxes. Carry-out items, one piece cake and pie boxes, wholesale delivery boxes, window bakery and donut boxes, pizza boxes. Easy to set up ideal for bakeries from single bakeries to supermarkets. Catalog available — contact Indiana Carton Company, Inc.

Contact: James C. Petty, Vice-President — Sales 219-546-3848

INLINE PLASTICS CORPORATION

Booth 226

40 Seemans Lane
Milford, CT 06460

Manufacturer of the Surelock™, innovative packaging with a unique locking system for the bakery, deli, supermarket, and food processor. The line consists of hinged lidded containers along with two piece containers and are available in 12 various sizes to meet the food service industry's needs.

Contact: Danny Kalmanides, Product Manager 203-878-8537

INTERTAPE SYSTEMS INC.

Constitution Rm. 19

4975 Fisher Street
St. Laurent, QUE H4T 1S8

A complete line of carton sealing tapes; find 7 basic grades of films, bright bold colors, quality printing and a wide range of Polyester and heavy tapes. Intertape will exhibit an extensive line of machine length rolls.

Contact: Mr. M.F. Yull, President 1-800-361-2217

I.R. INDUSTRIES, INC.

Booth 222

3 Westchester Plaza
Elmsford, NY 10523

Manufacturers, converters — wholesalers; Printed and unprinted carton sealing tape. Complete line PVC "TALKING TAPES" will be shown. Introduction of the "ECONO TAPES" printed polypropylene product manufactured in Elmsford, NY. Full line of stock prints available in both PVC and PP. Includes — Made In America, Made In USA and Seasons Greetings.

Contact: Irwin Ross, President 914-592-5173/212-733-5255

JET PLASTICA INDUSTRIES, INC.

Booth 717, 719, 721

1100 Schwab Road
Hatfield, PA 19440

A leading producer of a broad line of quality foodservice disposables. Our product line contains: "Jetware," an 80 item line of injection molded tumblers and dinnerware; a complete line of plastic cutlery available in five grades; "Jetstraw," a broad line of straws and stirrers; and "Jetfoam," a full line of foam cups, containers, bowls, lids. We market these products nationwide and over 22 items are on display at our booth. Call us at 800-JET-WARE.

Contact: Pat Hanlon, National Sales & Marketing Manager 1-800-258-2715 (Inside PA)

K-SEAL, INC.

Constitution Rm. 5

33 Westview Road
Short Hills, NJ 07078

Contact: H. B. Katz, President 201-467-0320

KAISER ALUMINUM & CHEMICAL CORP.

Booth 424, 426

300 Lakeside Avenue
Oakland, CA 94643

Aluminum foodservice wraps and containers; roll foil, cut sheets, sandwich wraps and bags, PCV film wrap. Disposable rigid foil containers, steam table pans, bakery pans, caterware.

Contact: C. G. (Chuck) Blanton, Regional Manager - Eastern 617-890-8150

KEYES FIBRE COMPANY

Booth 212

3003 Summer Street
Stamford, CT 06905

Chinet® molded fiber tableware (plates, platters and bowls) for food service distribution. Kysfoam® hinged lid containers and new tableware (laminated and unlaminated) lines.

Contact: W.L. Donaldson, VP/GM Food Service Division 203-357-9100

KEYSTONE ADJUSTABLE CAP CO., INC.

Booth 813

1591 Hylton Road
Pennsauken, NJ 08110

SAVE on disposable headwear manufactured by Keystone for over 60 years. Feature "one stop" line of sanitary caps, i.e. "Classy Cap," overseas caps, chef hats (set-up and ready-to-wear or flat-packed), food handlers' caps, chef hats with flaired tops, O.R. bouffant/nurses' caps, hairnets, hairnets with visors, beard covers, aprons, lemon covers, tyvek products and multi-printed painters' caps . . . STOP BY FOR A FREE PAINTERS' CAP AND CHECK OUR SPECIAL.

Contact: Malcolm George, President 609-663-5740

R.J. LACHMAN INC.

Booth 427

84 Modular Avenue
Commack, NY 11725

Presenting the newly expanded 1986 gift wrap catalog consisting of 214 items including matte finish papers in solid and background form. The line will feature the use of gold and silver metallized papers. Also exhibited will be the complete program of RJL gift bags.

Contact: Bob Lachman, President 516-543-6400

LAMINATIONS CORPORATION

Booth 817, 819

2254 Harrison Road
Neenah, WI 54956

Made from sturdy paperboard and available in 12 different calipers with lengths of 2-1/2" to 288", VBoard & VGuard is the product to use to guarantee *your* product protection and containment on the way to the market place. Many merchandising benefits are available to industrial packaging distributors.

Contact: Joseph N. Maehl, Vice President, Marketing 414-725-8368

LILY TRUCK LEASING

Constitution Rm. 22

1280 Soldiers Field Road
Boston, MA 02135

Transportation company that provides the following product lines: Full service truck leasing; Truck rental for short term; Contract maintenance program; Single Source leasing; Dedicated Contract Carriage

Contact: Leonard Goldberg, Sales Manager 617-254-2120

LING PRODUCTS, INC.

Booth 925

570 Enterprise Drive
Neenah, WI 54956

Manufacturers of disposable poly aprons, children and adult bibs; gloves, doggie bags and polyethylene banquet rolls. Food service bags are the newest addition to our complete line of food service items. Exam table paper is also available. Call us at 800-558-5058.

Contact: Gene R. Gunderson, Vice President, Sales & Marketing 414-725-8368

LINPAC FLEXIBLE PACKAGING

Booth 927

5275 Commerce Blvd. Airport Industrial Park
Morristown, TN 37814

Plastic retail bags, plastic grocery bags and plastic bags in general.

Contact: Mr. Chris Barton, Sales Manager 615-586-8917

THE LOCKWOOD ASSOCIATION INC.

Booth 1012, 1013

P.O. Box 17326
San Antonio, TX 78217

The Lockwood Association provides a computerized inventory control system for the wholesale paper distrubution industry. From order entry to sales analysis to general ledger accounting, Lockwood's Automated Paper Distribution System (APDS) is a complete data processing system designed specifically for industrial paper merchants.

Contact: David Mayers, Account Manager 512-824-1439

LONGVIEW FIBRE COMPANY

Booth 1000

20 Cooper Lane
Waltham, MA 02254

America's leading merchandise bag supplier with the ability to produce any kraft color to match your taste, also offers standard and non-standard bags, various basis weights, MG or MF. Their product line includes merchandise, S.O.S., drug bags, plus counter rolls. Print graphics include 100% tint with 3 color capability.

Contact: H. E. Darling, Regional Sales Manager 617-894-0040

3M/TAPE & ALLIED PRODUCTS

Booth 100

3M Center, Bldg. 220-3E-05
St. Paul, MN 55144-1000

See our ad page 97

3M tapes, tape dispensers/applicators and box sealing equipment.

Contact: Thomas H. Richards, Distributor Relations Director 612-733-7600

MACK-ALLIED/MACK-CHICAGO

Booth 411

1-02 26th Avenue
L.I.C., NY 11102

Mack-Allied/Mack-Chicago is a designer and manufacturer of corrugated products. We stock a line of corrugated mailers featuring, the INDESTRUCTO, the "world's greatest" mailer. All of our products can be printed in either New York or Chicago. We also coat board for skin packaging and stock a line of self-shipping, skin packaging cartons.

Contact: Rick Hendrickson 718-932-1188

MANUFACTURERS REPRESENTATIVES OF AMERICA

Booth 525

1117 Miramar Avenue
Biloxi, MS 39530

National trade association of independent sales representatives in paper, plastics, and sanitary maintenance supplies. Booth will be staffed by association officials who will distribute membership information and answer questions about MRA's current activities and future plans.

Contact: William Bess, Administrative Director 601-374-6539

MARCAL PAPER MILLS, INC.

Booth 1013A & 1013B

1 Market Street
Elmwood Park, NJ 07407

The Service Product Division of Marcal manufactures and markets single-roll tissue, perforstein roll towel boxed, facial napkins, waxed paper and straws. The recently aquired Medallion Division markets quality custom printed and stock napkins, placemats, tray covers and coasters.

Contact: David Shapiro, Director of Sales & Marketing 201-796-4000

MARSH STENCIL MACHINE COMPANY

Booth 714

707 East "B" Street
Belleville, IL 62221

Marsh will exhibit a complete range of packaging, marking and labeling machinery and materials for industry; stencil machines inks, oilboard, markers, labeling machines, CMP multi-carton addressing systems and carton closure systems; manual and electric tape machines, semi-automatic case sealers.

Contact: P.J. Wagner, Vice President Sales 618-234-1122

MARVEL LIGHTING CORPORATION

Booth 507

222 Bridge Plaza South
Fort Lee, NJ 07024

See our ad page 66-67

A 53 year old domestic manufacturer of long life light bulbs and division of American Brands. Besides their complete line of long life incandescent bulbs and standard and special colored fluorescents, Marvel offers mercury vapors, quartz, and high pressure sodium lamps.

Contact: Paul Greenberg, Vice President - Sales & Marketing 201-944-2313

MARYLAND PLASTICS INC.

Booth 422

251 E. Central Avenue
Federalsburg, MD 21632

Full line of disposable plastic cutlery. Retail packs in 20 colors, food service kits, 100 count boxes.

Contact: George Nicoletos, Sales Manager 301-754-5566

MAYAN CONVERTING, INC.

Constitution Rm. 23

2000 Post Oak Blvd., Suite 1630
Houston, TX 77056

Complete line of industrial paper products. Kraft, news, butcher and freezer wrap. Packers news, pipe wrap, pipe pads, furniture and moving blankets, bumper wrap, interleafing, car floor mats, indented paper - (Dimple wraps), Manilla tag, news print grades, custom slitting and sheeting. Special packaging for your products, sold through distributors only.

Contact: Jim Weaver, Manager - Distributor Sales 713-877-1887

J.H. MCNAIRN LIMITED

Booth 205

125 Consumers Drive
Whitby, Ontario, CAN L1N 1C4

Manufacturer of products for food service and industrial users through leading Distributors. Waxed papers — plain and printed. Specialty bags — foil, paper, greaseproof, glassine, dry waxed. Sub wraps, pizza liners, patty and steak papers, meat packing papers, Giblet wraps. Foil laminated paper and paperboard, foil lids for take-out containers.

Contact: Ken W.A. Miller, Vice President and General Manager 416-686-2810

MEDICAL DISPOSABLES COMPANY

Booth 911

1165 Hayes Industrial Drive
Marietta, GA 30061

Manufacturer of disposable underpads, adult disposable briefs, disposable cleaners, bedside tissues and disposable washcloths. MaxiCare™, PolyCare II™, BetaCare™ and fitted channel briefs contain polymer for super absorption. All products are available in a retail consumer package as well as the standard hospital and nursing home carton.

Contact: Urban G. Mitchell, Vice President Sales/Marketing 404-422-3036

MENASHA CORPORATION SUS-RAP PACKAGING

Booth 708

4010 Suburban Drive
Danville, VA 24540

Sus-Rap®, short for suspension wrap, is a fibre board interior packing product which simultaneously cushions and blocks items in a container. It is very versatile and in many cases one design can fit many products. Sus-Rap provides edge and corner protection for shipment of wall decor, tables, glass, mirrors and auto parts. Call us at 800-558-7078.

Contact: Joseph Grygny, Product Development/Marketing Mgr. 800-558-7078

MIDWEST FILM CORPORATION

Booth 101, 103

6449 North Lincoln Avenue
Lincolnwood, IL 60645

Paperene hi density merchandise bags, retail store plastic garment bags, low density merchandise bags (Deco Bags). Low density re-inforced patch handle bags, EZ-Load (thick-thin) bags (3 configurations). Also, available in both hi and low density — toy bags.

Contact: Jerry Rosenstein, Sales Manager 312-676-3200

MOBIL CHEMICAL COMPANY, PLASTIC PACKAGING DIVISION

Booth 503, 505

1159 Pittsford-Victor Road
Pittsford, NY 14534-3876

Exhibiting a full line of food service disposables including MOBILWARE tableware, carry-out containers, school lunch and all-purpose trays. Also displayed are many styles of trash bags featuring HEFTY STEEL-SAK and several types of MOBILRAP pallet stretch films. MARKETOTE grocery sacks and SNAP-PAK food bags are also on display.

Contact: William Orem, Manager, Market Development 716-248-1568

MOSER BAG & PAPER CO.

Booth 517

3049 East 55th Street
Cleveland, OH 44127

"BREE-Thru" Panel Bags — "POLY-TOPP" Bakery Bags — program for Printed Waxed (Retail) Bakery Bags — stock and custom printed bags . . . glassine — duplex (doggie, donut and nut meat) — popcorn — pizza — submarine — drive-in (DW & Foil) — insulated foil — MG & waxed bread bags (stock printed and plain) — foil garlic — sanitary napkin disposal — motel-hotel — drug store prescription.

Contact: Ted W. Welles, President 216-341-4111

MULCO INDUSTRIES, INC.

Booth 104, 106

Moores Lane
Mulberry, FL 33860

Manufacturer of plastic translucent cups, juice cups, plastic and paper portion cups, cone and pleated water cups. Mulco Industries is headquartered in Mulberry, Fl and has distribution centers throughout the United States. Mulco's established national sales and distribution network assures you of prompt service, deliveries and reliability. Dave Goralski, National Sales Manager, invites you to visit the Mulco booth and meet corporate officers, sales representatives from throughout the country and to review Mulco's growing line of quality food service products.

Contact: David Goralski, National Sales Manager 813-425-5531

MUTUAL-PRECISION CO.

Booth 317, 319

202 Coffey Street
Brooklyn, NY 11231

We will be displaying our full-line of wrapping and stuffing tissues, including #1 IMPERIAL, #1 MG, #2 MG, #2 MF, 15# packing, industrial packing, carefree colored tissue and custom printed tissue. Also on display will be kraft paper, sisal, poly and cotton twines, and paper and chemicals for the needle trades industry.

Contact: Mark Wittcoff, Executive Vice President 718-858-9000

NICE-PAK PRODUCTS INC.

Booth 1016A

150 Mac Questen Pkwy. No.
Mt. Vernon, NY 10550

Wet-Nap moist towellettes, Nice-Pak & Holiday Inn Hotel amenities, foodservice prepacks for fast food carry-out service, school feeding kits, adult personal cleansing wipes, baby wipes, ora-cup and instant mouthwash in a cup.

Contact: Cliff Roher, Vice President, Sales & Marketing 914-664-7800

NIFTY PACKAGING PRODUCTS

Booth 102

4 Jocama Boulevard
Old Bridge, NJ 08857

See our ad page 93

Comprehensive line of shipping room supplies, including pressure-sensitive and gummed tape dispensers, stretch film systems, polypropylene strapping, tools and accessories, labeling and marking systems, aerosols, etc.

Contact: Rhoda Goetz 201-591-1140

NYMAN MFG CO.

Booth 1007, 1008

275 Ferris Avenue
East Providence, RI 02916

See our ad page 91

A single-use foodservice specialist with over 50 years experience in the industry. Nyman provides hot and cold paper drink cups in addition to its plastic cups and dinnerware in a full range of sizes, patterns, and styles to meet every single-service need.

Contact: John R. Foley, Vice President Director of Marketing

ODYSSEY PACKAGING INC.

Booth 823

71 Remington Blvd.
Ronkonkoma, NY 11779

Specializing in custom printing and converting of patch handle bags in quantities of 1000 per size and up. Our quality and service are the same, no matter how large or small your order.

Contact: J. Berns, Vice President Sales 516-981-4422

PACKRAFT, INC.

Constitution Rm. 7

320 S. Forest
Chanute, KS 66720

Manufacturer of retail packaging products. Paper bags, plastic bags, shopping bags, laminated (sheet run) apparel and giftware boxes plus softwrap and prewrap gift boxes coupled with food service bags, sheets, boxes and a complete line of accessories make Packraft a unique source for the paper merchant.

Contact: Jack Dennis, President 316-431-1551

PAPERADES, INC.

Constitution Rm. 20

27 West Broad Street
Pawcatuck, CT 06379

Paper placemats, a complete line of printed paper placemats for the disposable food service market. Stock designs include decorative, doodles, educational, ethnic, games, and geographical areas, in both economy and white bond grades. Solid decorative colors, special prints, and institutional tray covers complete the full line.

Contact: Frank C. DeCiantis, Treasurer 203-599-1480

PEACOCK PRODUCTS, INC.

Booth 325, 327

48 Woodbine Street
Bergenfield, NJ 07621

(PVC) Printed (customized) carton sealing tapes in lightweight and industrial strengths available in white, tan, clear and assorted colors. Custom printing tapes as little as 18 rolls per order in 2" x 55 yards and up. Sales to distributors only.

Contact: Eric Langslet, Vice-President 201-385-5585 / 800-221-0275

PERKIT FOLDING BOX CORP.

Booth 208

36 Poydras Street
Boston, MA 02126

A fully integrated paper mill and folding box plant producing bakery, pastry and pizza boxes. Bakery and pastry boxes are stocked in over 75 sizes in white and a unique tan color. Pizza boxes are stocked in 14 sizes. All Perkit products are manufactured of recycled board.

Contact: George Polson, Vice President Sales/Marketing 617-361-1057

PIONEER GIFT WRAP, INC.

Booth 915

2939 Vail Avenue
Los Angeles, CA 90040

Custom print and catalog gift wrap designs. Gift packs for every day and holiday gift giving. Reams, 1/2 reams, 100' and 200' cutter boxes, and 200' jewelers rolls in all designs. Printed and plain cellophane, resale rolls with private label from 5' to 100'. Prompt, reliable service. Call Toni or Cheryl.

Contact: W. R. Lake III, Marketing Manager 213-726-2473

PLASTICS, INC.

Booth 606

P.O. Box 64610
St. Paul, MN 55164

A subsidiary of Anchor Hocking, Plastics Inc. is a recognized leader in the design of beverageware, including single-serving dinnerware, Microproof® and Hi-Heat® oven dinnerware, Gourmet to Go carry-out and fluted Prestige and etched Scrollware™ servingware. Plastics Inc. also custom designs and custom prints beverageware.

Contact: Alex Graye, National Sales Manager 612-227-7371

PLYMOUTH RUBBER COMPANY, INC.

Booth 219

104 Revere Street
Canton, MA 02021

Since 1896 providing rubber bands for packaging, color coding, and industry. Contact Plymouth for all of your special bid requests.

Contact: John H. Kuhn, National Sales Manager 617-821-1470

POLAR PLASTICS MFG., LTD.

Constitution Rm. 15 & 16

480 Daniels Drive
Allentown, PA 18051

Featuring POLAR.XL, North America's newest line of crystal tumblers, cocktail glasses and dessert dishes. Polar also manufactures a comprehensive line of quality plastic disposables for the foodservice industry, including four grades of tableware, POLARONDE impact dinnerware, POLARIS plastic cups, and POLARPAC containers for food takeout and merchandizing applications.

Contact: William A. Clark, Vice President - Sales and Marketing 215-398-7400

POLYPLAST GROUP, DIVISION OF UNITED BRANDS

Constitution Rm. 8

9210 N.W. 12th Street
Miami, FL 33172

Printed and unprinted thermoformed cups, deli containers, plates, bowls (Polipak®). Extruders, converters, printers of various Hi-D and LLD film products

(T-shirt bags, polybags, printed roll stock, merchandise bags, TCL's, ice bags, bread bags, deli-bags, potato bags, etc.) We specialize in custom print business.

Contact: Gilbert Worthington, Sales Manager 305-592-8009

POLYVINYL FILMS INC.

Booth 814

Depot Street
Wilkinsonville, MA 01590

Manufacturers of flexible PVC film, will again be exhibited. They carry a full-line of foodservice film including cutter boxes and various perf films, as well as meat wrap, laundry wrap and industrial films. Poly gloves, aprons and floor mats have been added to their product line. Polyvinyl also will be displaying their fine retail item "Stretch-Tite."

Contact: Tom Connor 617-865-3558

PRIMEPAK

Booth 1021

133 Cedar Lane
Teaneck, NJ 07666

A complete line of polyethylene products ranging from industrial to retail such as pallet covers, furniture covers, mattress covers, stretch films, produce roll bags, T-shirt carrier bags, garment bags, toy bags, stock poly bags, stock produce bags, merchandise bags, specialty bags. Available in plain or printed, low density, linear low and hi-density.

Contact: Tony Bellizzi, Sales Manager 201-836-5060

PRINTWRAP SALES, INC.

Booth 926

8900 Directors Row
Dallas, TX 75247

Printer of ream roll giftwrap, selling through paper distributors. The paper is available also in half-ream and 100 foot rolls. A 130 page catalog containing samples of all-occasion and Christmas designs is offered. Inquires on the printing of custom giftwrap in low-minimums is invited and encouraged.

Contact: Scott Dudley, Vice President 214-638-1894

QUEST CHEMICAL CORP.

Constitution Rm. 1

15102 Sommermeyer
Houston, TX 77041

Manufacturer of Aerosoles, Liquids, Powders, and Waterless Hand Cleaners. Products Available under Quest Label and/or Custom Private Label.

Contact: Nick Hesselswest, Sales Manager 713-896-8188

REGAL POLY-PAK

Booth 604

125 Spagnoli Road
Melville, NY 11747

Manufacturers of the most diverse line of plastic packaging in the industry. Our catalog lists not only 20 styles of bags, but also an "alternative" package, to allow the customer a choice of product and price. We now offer 15 poly colors and over 50 exciting inks in both gloss and matte finish.

Contact: Steve Bearman, Administrative Sales Manager 516-293-6767

RIXIE PAPER PRODUCTS INC.

Booth 509

H & Quinter Streets
Pottstown, PA 19464

See our ad page 6-7

Let Rixie Paper add color to your line. We specialize in the production of high quality custom designed coasters. We print up to 4 colors in a variety of sizes and shapes. Our materials include Cupkin and Budgetboard, available in both white and vanilla stock, and pulpboard in both 35 Pt. and 45 Pt. thicknesses.

Contact: Gregory A. Krasnick, Vice President, Marketing 215-323-9220

ROBBIE MANUFACTURING, INC.

Booth 1003, 1004

10810 Mid America Avenue
Lenexa, KS 66219

Perforated to tear packaging films (cling, shrink, and stretch) and related packaging equipment. Printed Supermarket Films including new 2" PromoBands and Adaption Equipment. Other stock printed films; hotel/motel glass covers, stock print bakery designs and holiday designs.

Contact: Larry Kitsmiller, Vice President Sales/Marketing 913-492-3400

ROCHESTER MIDLAND CORPORATION

Booth 730

333 Hollenbeck Street
Rochester, NY 14621

Packages and distributes nationally, Stayfree Napkins, Carefree Panty Shields and Playtex Tampons for vending machine use. Rochester Midland also sells all metal feminine hygiene vending equipment, as well as disposal units and wax paper liners.

Contact: James L. Kerr, Vice President 716-266-2250

ROCKWELL CHEMICAL INC.

Booth 920

100 Union Avenue
Cresskill, NJ 07626

Manufacturer of high density T-shirt bags, produce rolls, cold pack (ice cream bags), merchandise bags and trash can liners, as well as specialty items.

Contact: Joseph Veling, National Sales Manager 201-569-2509

ROYAL PAPER CONVERTERS, INC.

Booth 811

900 W. Academy Street
Cherryville, NC 28021

We have sheeters, rewinders, in-line folding machines, bag machines, heat and vacuum seal packaging equipment. We reprocess pattern paper, blank newsprint and any other type paper in sheets and rolls of various sizes and a complete line of bags. We have both long and short run capabilities.

Contact: Alex J. Keller, President 704-435-4570

RYDER TRUCK RENTAL

Booth 905, 907

3600 N.W. 82 Avenue
Miami, FL 33166

World's largest full service truck leasing and rental operation. Market leader in field of designing, managing and operating distribution systems. Major provider of freight management services. High quality mix of services and products which makes the company unique in its ability to serve the changing needs of business and individuals.

Contact: Nellie L. Hobby, Corp. Conv. & Trade Show Manager 305-593-3221

SBS PRODUCTS, INC.

Booth 810

302 Waller Street
Saginaw, MI 48602

Manufacturer and marketer of a complete line of professional skin care products consisting of waterless skin cleansers, medicated skin creams and lotions, protective creams, lotion deodorant soaps and cleansers, bar soaps, vegetable and borax based powders also a complete line of dispensers.

Contact: Robert L. Blasko, Executive Vice President 517-799-4941

SANDUSKY PLASTICS, INC.

Booth 812

400 Broadway
Sandusky, OH 44870

Complete line of deli containers and lids. Colored containers with clear or translucent lids. Printing on all containers and lids.

Contact: Richard M. Burens, Vice President 1-800-537-6190

SANECK INTERNATIONAL INC.

Booth 211

5037 Pine Creek Drive
Westerville, OH 43081

One of the largest importers of retail and industrial poly bags. Our products include produce rolls, T-shirt, deli, wet pak, and all types of merchandise bags. Servicing the U.S. thru 10 regional warehouses, located from California to the Eastern shore.

Contact: Frank Cannon, President 614-890-0343

SAN JAMAR, INC.

Booth 826

969 Koopman Lane
Elkhorn, WI 53121

Manufacturers of quality 'Grif-Ho' dispensers. Product line includes roll and folded toilet tissue dispensers, folded and roll towel dispensers, cup and lid dispensers and the NEW H2001 In-Counter Napkin dispenser.

Contact: Paul Omdall 414-723-6133

SCOTT PAPER COMPANY

Booth Island 417

Scott Plaza One, 4th Floor
Philadelphia, PA 19113

See our ad page 38-39

Manufacturer of tissue amenities for guest room use. Also, Manufactures a complete line of paper towels, napkin and tissue products for foodservice areas, public restrooms and maintenance areas.

Contact: Mr. J. G. Hurley, Sr. Product Manager 215-522-6072

SEALRIGHT CO., INC.

Booth 303, 305

8330 Ward Parkway
Kansas City, MO 64114

Plastic coated paper Nestyle® Containers in 8 oz., finger foods containers, 12 oz., 16 oz., 32 oz., and half-gallon sizes for: carry-out food containers, hospital specimen cups, fish bait containers, ice buckets, ice cream containers and cookie containers.

Contact: Mr. Arlen Kinville, Administrative Sales Manager 315-593-5311

SENTINEL FOAM PRODUCTS

Constitution Rm. 21

130 North Street
Hyannis, MA 02601

Introducing our new facsimile paper. Roll widths and lengths for all types of equipment. Our standard packaging materials include shipping envelopes, light weight polyethylene foam and bubble material. Supported foam with low density and high density polyethylene film and nylon film (Spot Weld.)

Contact: Richard Giberti, Vice President-Sales 617-775-5220

SHAR LEE PACKAGING/EUROBAGS

Constitution Rm. 17

18250 Harwood Avenue
Homewood, IL 60430

Printed and unprinted paper shopping bags, poly patch handle bags and paper carriers with rope cords in small quantities. Imported poly bags, over the shoulder cord bags and paper carriers, high styling - small quantities.

Contact: Henry G. Lorsch, Vice-President 312-798-1368

SHERRI CUP, INC.

Booth 218

1 Main Street
Kensington, CT 06037

See our ad page 73

Manufacturer of a full hot cup line and some ice cream containers. Sherri is planning to present a full-line of Food Containers at the Exposition '86. Both paper and plastic lids will also be available for the hot line and food containers.

Contact: Joseph T. Petroro, Sales & Marketing Director 203-828-6338

SHUFORD MILLS TAPE DIVISION

Booth 428

Highland Avenue & 15th. Street NE
P.O. Box 1530
Hickory, NC 28603

Exhibiting its full-line of Shurtape pressure sensitive tapes which include masking, packaging, printable, strapping, protective, cloth, foil, double coated, adhesive transfer, nuclear, electrical, and flame retardant products. For a full-line of industrial tapes, make the Shurtape booth a planned visit during the NPTA Show.

Contact: Alan Nine, Markets & Products Manager 704-322-2700

SIGMA & OMEGA PLASTICS

Booth 105, 107

Page & Schuyler Avenues
Lyndhurst, NJ 07071

Sigma Extruders Manufactures garment laundry and dry cleaning films. **Omega Plastic's** manufacturers of U-BAG-M's - produce bags on a roll - stock and custom print. Trash can liners - wet-paks - food bags - bakery bags and "T" shirt bags stock & custom printed - all products manufactured with 100% LLOPE with the most modern equipment.

Contact: Richard Ponzo, Vice President Sales 201-933-5353

SINGLE SERVICE INSTITUTE, INC.

Booth 527

1025 Connecticut Ave., N.W. Suite 513
Washington, DC 20036

The national trade association for manufacturers of disposables for food service and packaging, including paper and plastic cups, plates, and nestable containers; linen and lace placemats and doilies; prepackaging trays for meat, poultry, and produce; and egg cartons. Literature and materials on foodservice disposables available for distributors.

Contact: Joseph W. Bow, Executive Vice President 202-347-0020

SOLO CUP CO.

Booth 1005, 1006

1505 E. Main Street
Urbana, IL 61801

Full-line manufacturer of paper and plastic food and beverage service disposables. Product lines include water cups, cold drink cups, hot drink cups, plates, platters, bowls, popcorn cups, individually sanitary wrapped cups, souffle cups, cozy cups, sundae cups, vending cups, food containers, cup dispensers and holders.

Contact: John Beckwith, Customer Services Manager 217-384-1800

SOUTHEASTERN PLASTICS/SACK CORP. OF AMERICA

Booth 712

15 Home News Row
New Brunswick, NJ 08901

SOUTHEASTERN PLASTICS: Manufacturers of clear and printed film - for the garment and laundry drycleaning industry. SACK CORP. OF AMERICA: Manufacturers of plastic bags for the food and convenience industry.

Contact: Jay Fein, Director of Marketing 201-846-8500

SOUTHERN CHAMPION TRAY COMPANY

Booth 607

Compress Street
Chattanooga, TN 37405

Manufacturer of folding cartons and over 170 stock boxes, delivery in 35 states monthly on company pool trucks. Stock boxes include: bakery, automatic bakery window, donut, pizza (plain and stock print), food trays, patty/meat, popcorn, sausage and stationery. Custom carton manufacturing and printing.

Contact: Dave Deeg, Sales Manager 615-756-5121

SPRINGPRINT PAPER PRODUCTS COMPANY

Booth 603

504 W. Euclid Avenue - P.O. Box 659
Springfield, OH 45501

Featuring a very broad line of stock and special print placemats, printed one to four colors. Our "dollarwise" line printed on groundwood stock is also available for the economy minded. Also available are coasters, super-naps, traycovers and doilies. Our 1986 holiday line will also be featured.

Contact: Robert E. Brant, Vice President, Sales and Marketing 513-324-5633

STANDARD BOX COMPANY

Booth 1001

28-38 Gerrish Avenue, P.O. Box 266
Chelsea, MA 02150-0266

Manufacturer of folding paperboard cartons, carry out trays, chinese carryout pails, popcorn, chicken boxes and disposable food packaging. Custom designed containers used in the frozen food, confectionary and retail consumer industries are also our specialty.

Contact: Mr. Feila Goldberg, President 617-884-4200

STANDARD PAPER SOFTWARE MARKETING CORP.

Booth 1009

180 Lyman Street
Springfield, MA 01103

See our ad page 33

The Standard Paper SP/DP Distributor Package offers the most complete and effective software package for the paper distributor. SP/DP helps a paper distributor buy right, sell smart, and control investment. It helps manage pricing, increase gross trading margins up to 2-1/2% and can help cut inventory by up to 20%. Written by a paper merchant and used by more paper merchants than any other package software product, it is the leader and innovator in the industry.

Contact: Edward L. Mazer, President 413-736-1910

STERLING PAPER COMPANY

Booth 618, 620

2155 E. Castor Avenue
Philadelphia, PA 19134

Boxes: Cake, Pastry, Doughnut, Pizza Sausage, Steak, Cookie, Chicken, Clothing. Trays: Food, Doughnut, Carry-out, Cheese. Pails: Food and Ice Cream. Plates: Bulk and Packaged.

Contact: Suzanne S. Faigen, Vice President 215-744-5350

STEVENS & THOMPSON PAPER COMPANY

Booth 110

Mill Road
Greenwich, NY 12834

Exhibiting their complete line of industrial bathroom tissues and towels. This will include their Valay Tissue and Buddy Towels. They will also feature a line of resale bathroom tissue and towels featured under their SOFTSPUN and DOWNY Labels.

Contact: William Gnatek, Sales Manager 518-692-2211

STRUCTURED COMPUTER SYSTEMS, INC.

Booth 224

17 Talcott Notch Road
Farmington, CT 06032

Paper merchant distribution software EXCALIBUR offers, order entry, inventory control, purchasing, sales analysis, accounts receivable, accounts payable, general ledger. Special Features: Formal 10 bracket price book, quotation tracking, on-line product specification library, support for terminals in customer locations, remote access by field salesmen. EXCALIBUR - the leader in business solutions.

Contact: Michael Pederson, Vice President Marketing 203-677-0222

SUPREME LIGHTING CORP.

Booth 924

122 E. Laurel Street
Mullins, SC 29574

See our ad page 44

An independent long-life light bulb manufacturer. We have been making high quality light bulbs for over 50 years. Stop by our booth at the NPTA Expostition, and let us show you how light bulbs can increase your profits.

Contact: Warren Bender, National Sales Manager 803-464-0554 / 1-800-922-6693

SURREY INDUSTRIES

Booth 921

155 Myles Standish Blvd.
Taunton, MA 02780

Significant new capacity to the plastic, T style grocery and retail sack markets is brought by Surrey Industries. They offer both high molecular weight density and linear low L.D. bags, custom printed up to 4 colors and stock and seasonal prints in our distributor program.

Contact: Alex F. Vaicunas, Marketing Manager 617-824-8636

SYSTEM PACKAGING COMPANY, INC.

Booth 917

5951 Rickenbacker Road
Los Angeles, CA 90040

Sales to distributors and packaging companies of low density polyethylene bags, flat and gusseted, various sizes and gauges, zip lock bags, anti-static bags, tarps, garment covers, furniture covers and tubing. High density merchandise bags and T-shirt bags, trash can liners.

Contact: Herb Yellin, Vice President 213-726-7860

TAGSONS PAPERS, INC.

Booth 824

99 Broadway
Albany, NY 12201-1999

See our ad page 72

Manufacturer of exclusive line of industrial towel and tissue products. Featured will be embossed C/fold, multifold, singlefold, narrowfold, windshield and hardwound roll towels. Towel products available in industry range of sizes and case counts in kraft, natural and bleached. Also on display — boxed facial and roll bathroom tissue plus dispensers.

Contact: Letty Kiesnowski, Director of Sales 518-462-0200 ext. 347

TEXIZE

Booth 726, 728

P.O. Box 368
Greenville, SC 29602

See our ad page 45

Texize is well-known for its wide-range of products: TEXIZE SPRAY CLEANER, JANITOR IN A DRUM, GLASS PLUS, WOOD PLUS, PINE POWER, K2R SPOT-LIFTER — that effectively clean surfaces and materials of the modern world. Now, their time-tested performance gives you increased profit opportunities with economical commercial sizes.

Contact: Lee Obbink, National Sales Manager 803-297-3400

TRINITY PAPER & PLASTICS CORPORATION

Booth 117

555 Fifth Avenue
New York, NY 10017

Point of purchase carry-out packaging features the widest choice of paper bags and sacks, along with Trinity's versatile Pull-bag® /Thick-grip® test the durable triple thick handle. Innovative and economical, manufactured from state of the art low density polyethylene. Plus Trinity's T-Sacks® available in Hi/Lo density. Try our retail trash bag (stardi).

Contact: William P. Egan, Corp. Marketing Manager 212-687-1200

UNISET, INC.

Booth 113

9 Carlton Street
Wallingford, CT 06492

Formerly Oneway Tableware Products, Inc., Uniset manufactures "Permaware" food service products and "Oneway Products." The Permaware Food Service Products meets the USDA standards as reusable and offers an alternative to stainless steel and glassware. The Oneway products are medium and heavyweight disposable. This product line is full dinner size or luncheon size and is available in stocked colors — Blue Smoke, white and champagne. Custom colors are also available.

Contact: Phillip S. Dvorak, Sales Manager 203-265-0700

UNITED OVERSEAS INTL. INC.

Booth 825

264 Monsignor O'Brien Highway
P.O. Box 2018
Cambridge, MA 02141

Hong Kong based manufacturer of HDPE and LLDPE/LDPE poly bags for retail packaging. Extrusion, printing and bag making. T-shirt, merchandise bags, patch handle, poly drawtape, D handle and shopping bags. Flexo and gravure printing up to eight colors per side. Plants in Hong Kong and China.

Contact: Daniel Wong, Marketing Representative 617-623-5400

UNIVERSAL BUSINESS SYSTEMS, INC.

Booth 723

480 Lincoln Blvd.
Middlesex, NJ 08846

See our ad page 4

The Paper Distributor System, "FACTS," was specifically designed to handle the unique requirements of the fine and industrial paper distributor. The package is extremely comprehensive. Its special features include direct and warehouse order tracking, ten bracket pricing, substitute products, bill and hold, cutting, pricing conversions, inventory conversions, detailed customer and product sales history, salesman stock inquiry, detail purchase history by product and vendor, automatic pricing, product scan inquiry, report generators and more. Come and see us, you won't be disappointed.

Contact: Christopher Raffo, Vice President, Marketing 201-469-6363

U. S. MAT & RUBBER CO., INC.

Booth 827

93 Pleasant Street
Brockton, MA 02401

Manufacturer of rubber mats and matting, and encompasses 60 different products. Some of these include safety and fatigue mats, permanent flooring, anti-static mats, drainage mats, etc. One of our newest products is "MAJESTI-GRID" carpet for indoor or outdoor use in entrance halls, schools, churches, laboratories for chemical resistance and country clubs for spiked shoes. Call us at 800-343-5955/5958.

Contact: Arthur Bell, Vice President/Sales 1-800-343-5955/5958

WEBSTER INDUSTRIES, INCORPORATED

Booth 510, 512, 514

58 Pulaski Street
Peabody, MA 01960

Industrial Pack Can Liners featuring 2/Ply Individual Folding Dispenser Pack, new degradable plastic can liners, food storage bags . . . Zip-Loc storage bags and plastic containers. Custom size liners quoted upon request.

Contact: Arnold Shainker, Vice President, Institutional Sales Division 617-532-2000

WEBSTER PACKAGING

Booth 510, 512, 514

58 Pulaski Street
Peabody, MA 01960

Manufactures a full line of poly retail packaging — HD and LD merchandise bags, patch handle and garment bags — in 17 film colors and 12 ink colors. This year Webster is featuring both its new Thik Thin variable gauge merchandise bag (with 5M bag minimums) and its year-round guaranteed delivery program. Call us at 800-343-2012.

Contact: Jan Thistlewaite, Marketing Associate 617-532-8000

WFR RIBBON CORP.

Booth 820

251 Grant Avenue
East Newark, NJ 07029

Hundreds of patterns of the finest quality fabric ribbons featuring our newest for 1986, basics, laces and innovative retailer programs in consumer-pack ribbon and pre-made bows.

Contact: Laura Leggiero, Product Sales Manager 201-481-6600

WHITE MOP WRINGER COMPANY

Booth 418, 420

10702 46th Street
Tampa, FL 33617

Manufacturer of mopping equipment — metal and plastic wringers and buckets, floor squeegees, mop sticks, mopping tanks, wet mopheads, metal waste receptacles, sand urns, floor machines, burnishers, wet/dry vacuum cleaners.

Contact: Buzz Flannigan, Vice President of Sales and Marketing 813-971-2223

WILKINSON MFG. CO.

Booth 207, 209

12th and Madison
Fort Calhoun, NE 68023

Supplying service and economy with a complete line of aluminum and plastic containers for foodservice, restaurant, bakery and catering. Over 200 different stock items, new items, special packaging, dome and foil board combo packs, complete carryout line, school containers, steam tables, bakery containers, compartment trays and CaterServe® catering system.

Contact: Phil Castelnovo, Sales Manager 402-468-5511

WINCHESTER CARTON CORPORATION

Booth 718

105 Tote-M Avenue
Eutaw, AL 35462

Manufacturers of a complete line of custom stocked disposable food containers for the fast food, deli, restaurant, convenience store and concession markets. On display will be containers for fried chicken, french fries, hot dogs, hamburgers, sandwiches, pizza, pop-corn and carryout trays. Call us at 800-633-5967.

Contact: Gary Miller, General Manager 404-448-2193

NATIONAL PAPER TRADE ASSOCIATION, INC.

Constitution Rm. 12, 13

111 Great Neck Road
Great Neck, NY 11021

NPTA is the only international organization of paper wholesalers and distributors. See the complete management consulting services.

Contact: John J. Buckley, Jr., president 516-829-3070

Printing Paper Sales Compensation

National Paper Trade Assn., Inc.
111 Great Neck Road
Great Neck, NY 11021

Please send me ____ copy(s) of **PRINTING PAPER SALES COMPENSATION** at $40.00 each plus $2.00 shipping and handling per copy.

☐ Check enclosed
☐ Bill my company

For International Mailing: $40.00 plus $4.00 shipping—please enclose check (all funds in U.S. dollars drawn on a U.S. bank)

Name ________________

Title ________________

Company ________________

Street Address ________________

City ________________

State ________ Zip ________

The Paper And Plastics Education Research Foundation...

...Invites Your Support

The Paper And Plastics Education Research (PAPER) Foundation was created because there is a perceived need to have merchants and mills work together to study, understand and respond to changes, trends and developments in the distribution of paper, plastics and allied products.

The PAPER Foundation will work primarily on two levels; research projects developed and funded through regular Foundation activities, and research projects developed and funded through the special division of the PAPER Foundation, the Endowed Research Chair of Paper Wholesaling at the University of North Florida.

The PAPER Foundation Endowed Chair at the University of North Florida

There are several advantages of an Endowed Chair concept for conducting research.

1

Top quality academicians can be attracted to conduct research. They bring years of experience, background and knowledge with them.

2

The resources of a university (reference libraries, computerization, graduate assistants, pooled academic knowledge, etc.) can be harnessed for a project.

3

All of the above mentioned resources can be used at a cost much less than the cost structure of professional consultants.

4

A one-time payment to set up the Chair creates an ongoing income stream. This breaks the cycle of meaningful projects in search of funding. It will allow a majority of research time on the part of sponsoring organizations to be spent on managing the research and not fund raising.

5

A regular stream of income will also allow for better planning of the effort. The Foundation can take on projects based on its regular budget.

An opportunity to participate in the future of your industry.

Your tax-deductible contributions are welcomed.

Graphic Arts Training Represents Your Best Prospects For Increased Printing Paper Sales

Let NPTA's **PRINTECH WEEK** Make Your Printing Paper Sales People and Managers Skillful Technical Complaint Handlers and Problem Solvers.

Reserve October 27-31 **Now** for NPTA's Next **PRINTECH WEEK** Session.

PRINTECH WEEK guarantees measurable results:

- Increased graphic arts knowledge;
- Improved understanding of the printer's business;
- Upgraded technical skills;
- Hands-on experience in pre-press technology and related printing methods;
- Insight into paper considerations of lithography (both web and sheet fed offset), flexography, gravure, screen printing and the new non-impact technologies.
- Increased knowledge of the "paper-to-printing" relationship;
- Improved printing paper sales ability.

Other Participants Give PRINTECH WEEK High Marks

"The week I spent with the most up to date equipment and highly educated professors will be a real plus for my selling goals in the present and future."
—Paul Weaver, Sales Rep, Cordage Papers

"The course is definitely a must for young rookies who plan a career in fine paper sales. This course gave me the knowledge to talk the same language and relate on equal grounds with our customers."
—Jean Pierre Renaud, Sales Manager, Lauzier Little

"Printech Week was a dynamic and challenging seminar. I would recommend it to anyone who has a serious interest in understanding today's printing technology."
—Jeffrey Flick, Graphic Consultant, The Cincinnati Cordage and Paper Co.

NPTA®

PRINTECH WEEK
Curriculum

Inks & Blankets
The basic composition of inks & blankets; ink setting and drying; trapping, tack and viscosity, ink & blanket problems and solutions.

Offset Lithographic Platemaking
The platemaking process. Composition and types of plates. Proper plates for different jobs. Cost elements.

Reproduction Photography
How the camera is used in the offset process. Line and halftone considerations.

Color Principles
Understanding color; subtractive color; the halftone process; three-color reproduction. Paper color and its effect on press variables; paper brightness, hue and opacity.

Color Scanning
Principles of color scanning; the latest techniques and equipment; background & future of computerized color scanning.

The Sheetfed Offset Press
Sheetfed principles and presc components. Press controls. How to use press knowledge in selling.

Sheetfed Offset Laboratory
Press demonstrations. Problems and solutions on sheetfed offset. Examples of excellent sheetfed offset printing.

The Web Offset Press
Introduction to press components. Hands-on press run with coated and uncoated papers. Press problems and solutions.

Web Offset and Paper Panel
What's new in web papers; grade and weight efficiency. How to make the best use of today's grades; pitfalls and prevention of problems; positive selling of web papers, examples of grades offered.

Paper Selling for Web Heatset and Non-Heatset
Grade to sell for heatset and non-heatset; examples of excellent work; upgrading non-heatset techniques and paper.

The Gravure Process
Basic principle of gravure; the gravure press; cylinder preparation; ink and drying.

Flexographic Printing
Principles & practices of flexo; the flexo press, flexo plates, inks and drying.

Screen Printing

Non-Impact Printing
Xerography, IBM 3800, Laser imaging, ink jet printing.

Paper Considerations for Non-Impact
Speed/weight/print quality considerations; color abilities and limitations.

Panel Discussion
Future printing methods; changes in present printing methods; where the changing market is going; what paper sales people will sell in the next 10 years.

Review and Roundtable
Review of web offset selling opportunities. Examples of good sheetfed and web offset printing. What's ahead for paper distributors in the offset arena.

For a descriptive brochure and more information on registration return this coupon to:

Education & Training Department, NPTA, 111 Great Neck Road, Great Neck, NY 11021

NAME ______________________ TITLE ______________

COMPANY ______________________

ADDRESS ______________________

or call Bruce H. Linden 516-829-3070

Official Hospitality Suites at the NPTA Convention

Check the daily listings of MN's Official List of Hospitality Suites on-site at Convention Registration.

The following list of companies will be hosting Convention attendees at hospitality suites during the NPTA Annual Convention and Exposition. In addition to the company listing the hotel, arrival and departure dates are shown plus their key people.

A & E Plastics, Inc.
14505 Proctor Avenue
Industry, CA 91749
818-968-3801
Sheraton: Sat/Tues
Alan M. Berke, director of marketing

Affiliated Paper Companies
P.O. Drawer 31
Tuscaloosa, AL 35402
205-345-4180
Marriott: Sat/Tue
Robert E. Keith, president
Jack Mathews, vice president/sales

AGP/Gentech Inc.
531 N. Stiles Street
Linden, NJ 07036
201-925-0900
Marriott: Sat/Tue
David Perlmutter, president
John J. Taylor (Jack), vice president/sales
B. Chernev, manager /sales oper.

Alcan Foil Products
P.O. Box 32840
Louisville, KY 40232
502-459-1900
Sheraton: Sat/Tue
Theodore M. Tracy, sales & marketing manager
Robert C. Shemming, nat'l sales manager
See our ad page 17

Alfred Bleyer & Co.
58-77 57th St.
Maspeth, NY 11378
718-386-6208
Sheraton: Sat/Sun
Alan Haas, vice president

Alumax Foils Inc.
6100 South Broadway
St. Louis, MO 63111
314-481-7000
Sheraton: Sat/Tue
Robert G. Wood, marketing manager/food service
Gene Cunningham, administrator/food service

Amcel Corp.
One Galen Street
Watertown, MA 02172
617-924-0800
Sheraton: Sat/Mon
Nathan Weiss, vice president/sales/marketing

American Paper Conv. Daily
P.O. Box 795
Park Ridge, IL 60068
312-823-3145
Sheraton: Sat/Mon
Ms. Doris Lee
Louise Cowan, editor

Amko Plastics Inc.
12025 Tricon Road
Cincinnati, OH 45246
513-671-1777
Sheraton: Sat/Tues
Jim Baker, vice president/sales
Tom Truesdell, vice president/marketing
See our ad page 36-37

Amoco Foam Products Company
2100 Powers Ferry Rd. NW
Atlanta, GA 30099
Marriott: Sat/Mon
Jack Krause, national sales manager
John Finchum, product sales manager

Anchor Industries Inc.
1831 Avenue H
St. Louis, MO 63125
314-544-3900
Sheraton: Sat/Mon
Gary Scherer, vice president/sales
Carroll Cassidy, president

Anchor Tapes
2000 S. Beltline Blvd.
Columbia, SC 29205
Marriott, Vermont Rm.: Sat/Tue
800-845-2331
Gary A. Davidson, ind. div. sales mgr.

Appleton Papers Inc.
P.O. Box 359
Appleton, WI 54912
414-735-8760
414-734-9841
Marriott: Sat/Tue
Jack M. Wikoff, director/customer relations
Daniel W. McIntosh, vice president/marketing
Doug Adams, field sales manager

Atlantic Mills, Inc.
P.O. Box 680
Asbury Park, NJ 07712
201-774-4882
Sheraton: Sat/Mon
Peter Donnelly, president
Lesley J. Ward, general manager
See our ad page 85

Bagcraft Corp. of America
3900 West 43rd Street
Chicago, IL 60632
312-254-8000
Sheraton: Sat/Tue
Marty Haberman, manager/bag division
Don Brown, national sales manager

Bay West Paper Company
1100 W Mason Street
P.O. Box 10568
Green Bay, WI 54307
414-494-8731
Sheraton: Sat/Tue
William Hare, marketing manager
Jack Broeren, vice president
Mike Wildenberg, vice president/sales
See our ad page 26-27

Berwick Industries, Inc.
80 East Ridgewood Avenue
Paramus, NJ 07652
1-800-524-0339
Sheraton: Fri/Tue
Rick Norton, national sales manager
See our ad page 71

Boise Cascade-Missisquoi
Products Div.
1455 Broad Street
Bloomfield, NJ 07003
201-338-0380
Westin: Sat/Tue
John V. Murphy, national sales manager
John Klug, regional sales manager

Boise Cascade Paper Group
591 Supreme Drive
Bensenville, IL 60106
312-595-7997
Marriott: Sat/Tue
Tom Drouin, eastern regional sales manager
Bill Pippin, senior sales representative

Boston Paper Trade Association
13 Marconi Lane
Marion, MA 02738
Marriott: Sun/Tue
617-748-2272
Albin R. Johnson, Jr., secretary

Boxit Corp.
5555 Walworth Avenue
Cleveland, OH 44102
1-800-438-2269
Marriott: Fri/Tue
Don Andre, sales/marketing manager
Mark Warmuth, sales/service manager

Brenner Paper Products Co.
66-31 Otto Road
Glendale, NY 11385
718-456-7817
Westin: Sat/Tue
Rhoda Levenson

Byron Weston Company
800 Main Street
Dalton, MA 01226
413-684-1234
212-682-6540
Marriott: Sat/Tue
J. R. Briggs, sales manager
J. E. Alexander, N. Y. sales manager

Carter Rice
273 Summer Street
Boston, MA 02101
617-542-6400
Westin: Sat/Tue
H. S. Julier, president

Cascade Industries Inc.
P.O. Box 47158
Atlanta, GA 30362
800-241-4808
Sheraton: Sat/Mon
Mickey Robertson, vice president/sales
Mike Robertson, Jr., regional manager

Central Paper Company
P.O. Box 330
Menasha, WI 54952
414-725-4335
Marriott: Fri/Tue
Raymond R. Vales, vice president/sales

Clayton International Inc.
175 Derby Street Ste. 4
Hingham, MA 02043
616-740-1022
Westin: Mon/Wed
Joseph S. Hoffman, vice president
John M. O'Rourke, president

Clear Shield National
1175 South Wheeling Rd.
Wheeling, IL 60090
312-541-2900
Marriott: Fri/Mon
Roger White, national sales manager
Keith Johnson, sales manager

Comet Products Inc.
6 Stuart Road
Chelmsford, MA 01824
617-256-6551
Marriott: Fri/Tue
A. David Eklund, vice president/food service sales
Marie Kirk, customer service manager

Consolidated Papers Inc.
Suite 3600
200 West Madison Street
Chicago, IL 60638
312-781-0210
Marriott: Sat/Tue
L.H. Boling, president
G.T. Beckley, vice president/marketing
P.A. Hanson, vice president/merchant sales

Continental Extrusion Corp
2 Endo Blvd
Garden City, NY 11530
516-832-8111
Sheraton: Sat/Tue
Ronald J. Basso, vice president/sales
Ashby Richardson, national marketing manager

Coral Paper Co.
3500 NW 125th Street
Miami, FL 33167
305-685-5954
Marriott: Sat/Mon
Roberta L. Perez, vice president/marketing
John Perez, president

Crowell Corp, The
P.O. Box 3227
Newport, DE 19804-0227
302-998-0557
Sheraton: Sat/Tue
Jerome J. Kipness, vice president/marketing

Crown Zellerbach Corp.
733 3rd Avenue, Ste. 2400
New York, NY 10576
212-972-9547
Westin: Sat/Mon
Ken Vuysteke, director/marketing
John Garfinkel, vice president/service west prod.
See our ad page 106-107

The Crystal Tissue Company
P.O. Box 449
Middletown, OH 45042
513-423-0731
Sheraton: Sat/Tue
C. Robert Keener, vice president/sales
Willliam P. Glancy, manager/printed products

Dart Container Corp.
2101 N. Andrews Ave. Ste. 300
Ft. Lauderdale, FL 33311
305-563-5255
Sheraton: Sat/Mon
George T. Reilly, director of marketing
B. Gordon Byron, corporate administrative sales manager

Devon Tape Corporation
1511 Tonnelle Avenue
No. Bergen, NJ 07047
201-866-2777
Copley Plaza: Sat/Mon
Kenneth R. Rogers, marketing manager

Dispoz-O-Plastics Corp.
100 Merrick Road
Rockville Center, NY 11570
516-766-7272
Westin: Fri/Mon
Al Postrell, chairman
Marc Braunstein, creative director
See our ad page 30

Diamond Plastic Containers Ltd.
4327 Steeles Avenue West
Downsview, Ontario, CAN M3N 1V7
416-661-7102
Westin: Sat/Tue
Stephen M. Patyk, vice president/sales
Alan Dean, director of sales & marketing

Dixie Bag - Hi-D Corp.
P.O. Box 87118
College Park, GA 30337
800-241-3094
Sheraton: Sat/Tue
K. T. Dornbush, president
Gerry Wendel, executive vice president

Dixie Marathon
P.O. Box 6000
Norwalk, CT 06856
203-854-2339
Marriott: Sat/Mon

Ms. Leone Stangle, merchandising manager
See our ad page 23

Domtar Industries Inc.
600 Summer Street
Stamford, CT 06901
203-359-1160
Westin: Sat/Tue
Philip J. Beichert, sales representative
William Kemmett, sales representative
Joseph Potvin, U.S. marketing manager
See our ad page 56

Druth Packaging Corp.
73-33 Woodhaven Blvd.
Glendale, NY 11385
718-897-8000
Marriott: Sat/Mon
Hal Simons, vice president/sales
Mark Philips, general manager
See our ad page 74

Duni Corporation
5300 N. Sherman Blvd.
Milwaukee, WI 53209
414-464-4900
Sheraton: Fri/Tue
Steve Lefebvre/Duni Corporation West, president

Duro Paper Bag Mfg. Company
P.O. Box 16250
Ludlow, KY 41016-0250
606-581-8200
Sheraton: Fri/Mon
Paul Feldman, vice president/sales

Eastern Fine Paper Inc.
P.O. Box 129
Brewer, ME 04412
207-989-7070
Marriott: Fri/Mon
Jackson A. Libby, vice president/sales
Lois E. Andrews, administration assistant to vice president/sales
See our ad page 83

Eastern Software Dist.
3904 Hickory Avenue
Baltimore, MD 21211
301-366-5100
Marriott: Fri/Tue
Shannon Edwards, president
Steve Barron, sales manager

Econoco Corporation
300 Karin Lane
Hicksville, NY 11801
516-935-7700
Westin: Fri/Mon
J. M. Rosenberg, vice president
Mark Zelniker, vice president
See our ad page 21

Ekco Products Inc.
777 Wheeling Road
Wheeling, IL 60090
312-459-1500
Sheraton: Sat/Tue
Richard Kaelin, vice president/sales
Roger Kurinsky, vice president/marketing

Erving Paper Mills
One Arch Street
Erving, MA 01344
617-544-2711
Sheraton: Fri/Mon
David G. Oxley, vice president/corp. marketing
Dennis K. Pfeiffer, manager of marketing services
See our ad page 49

Fasson, Div. Avery
250 Chester Street 4X
Painesville, OH 44077
216-352-4444
Marriott: Sat/Tue
Jerry W. Howard, business manager
Laurence S. Nowak, general manager/vice president
R. J. DeLuca, director/marketing

Finch, Pruyn & Co.
One Glen Street
Glens Falls, NY 12801
518-793-2541
Westin: Sat/Tues
John R. Buchanan

Fine Papers Div. Rolland Ltd.
200 Ronson Drive
Etobicoke, Ontario M9W 5Z9
416-247-7881
Marriott, Massachusetts Rm.: Sat/Tue
Neville Hicks

Fonda Group
1435 Morris Avenue
Union, NJ 07083
201-964-0600
Marriott: Sat/Mon
Joe Marcelynas, general manager/marketing
Doug Smith, vice president/sales & marketing
See our ad page 80

Forman Inc.
2036 Lord Baltimore Dr.
Baltimore, MD 21207
301-298-7500
Marriott: Sat/Mon
Joseph J. Mucha, president
Frank A. Mucha, vice president
See our ad page 99

Form Fit Plastics
100 Pleasant Street
Dracut, MA 01826
617-957-2943
Sheraton: Fri/Mon
David Thrope, national sales manager
See our ad page 105

Fort Howard/Sweetheart
P.O. Box 19130
Green Bay, WI 54307-9130
414-435-8821
Sheraton: Sat/Tue
Lou Kidd, meeting & convention planner

Fortune Plastics
P.O. Box 637
Old Saybrook, CT 06475
203-388-3426
Marriott: Fri/Mon
William Tucker, president
Edward Gillespie, sales manager
Carl Clark, sales manager

Fox River Paper Co.
P.O. Box 2215
Appleton, WI 54913
414-733-7341
Marriott: Sat/Tue
Oakie L. Sallee, vice president/sales & marketing
Patricia A. Wier, vice president/marketing
Harold Ellsworth, president
See our ad page 89

Franklin Disposables
7100 Huntley Road
Columbus, OH 43229
614-436-1216
Sheraton: Fri/Mon
Michael Love, sales manager
Thomas P. Maney, president

Fraser Paper Ltd.
P.O. Box 10055
Stamford, CT 06904
203-359-2544
Westin: Sun/Tue
B. Paul Beaudoin, sales manager/fine papers
A. Michael Moloney, vice president/sales

Freeman Paper Co.
2954 Gross Street
Green Bay, WI 54304
414-336-2072
Marriott: Fri/Tue
Randy Swanson, sales representative
Larry Swanson, president
See our ad page 18

French Paper Company
P.O. Box 398

Niles, MI 49120
616-683-1100
Westin: Sat/Tue
Jerry French

Georgia-Pacific Corp.
Bag & Sack Div.
4301 Carolina Avenue
Richmond, VA 23222
804-329-3775
Marriott: Sat/Tue
Marx Eisenman, Jr., general manager
Glenn Leech, marketing manager

Georgia-Pacific Corp.
Commercial Products Div.
320 Post Road
Darien, CT 06820
203-655-1100
Marriott: Sat/Tue
Donna Suntoro, director of marketing
See our ad page 3

Georgia-Pacific Corp.
Printing Paper Div.
320 Post Road
Darien, CT 06830
203-656-6148
Westin, Nausett Rm.: Sat/Tue
Ms. Teddie L. Lowry
See our ad pages 75, 76, 77

Gilbert Paper Co.
P.O. Box 260
Menasha, WI 54952
414-722-7721
Marriott: Sat/Tue
George Browner

G.B. Goldman Paper Co.
2201 E. Allegheny Avenue
Philadelphia, PA 19134
215-423-8600
Sheraton: Sat/Tue
Mervyn M. Golder, president
Robert B. Golder, executive vice president
See our ad page 50

Hammermill Papers Group
P.O. Box 10050
Erie, PA 16533
814-456-8811
Marriott: Sat/Tue
Frank J. Romecki, sales manager/merchant papers
K. F. Walsh, marketing manager
See our ad page 35

Handi-Kup Company
190 Forrest Street
Metuchen, NJ 08840
201-494-1999
Sheraton: Fri/Mon
Fred Young, Eastern regional sales manager
Brian Schofield, Western regional sales manager

Handy Wacks Corp.
P.O. Box 26
Sparta, MI 49345
1-800-445-4434
Marriott: Thu/Tue
Michael Gabriz, national sales manager
Marcia Fairchild, executive vice president
Hank Fairchild, president
See our ad page 86

Harcourt Brace Jovanovich Publ.
747 Third Avenue
New York, NY 10017
212-418-4146
Sheraton: Fri/Tue
Charles Harmon, publisher
Richard Perkins, publishing director
Roy Wirtzfeld, editor

Harshaw/Filtrol Partnership
30100 Chagrin Blvd.
Cleveland, OH 44124
216-292-9245
Sheraton: Sat/Tue
A. Vincent Cerny, national sales manager
Craig O. Borlinghaus, marketing specialist

Heritage Bag Company
4434 McEwen Road
Dallas, TX 75234
214-233-6130
Marriott: Fri/Mon
Fritz Popst, executive vice president
Wendell Martin, sales manager

Himolene Sales Company
3000 Valley Forge Cr.
King of Prussia, PA 19406
215-783-6000
Sheraton: Sat/Tue
Frank De Agostine, executive vice president
See our ad page 19

Holland Mfg. Company
15 Main Street
Succasunna, NJ 07876
201-584-8141
Marriott: Sat/Tue
Bruce W. Olecki, vice president/distrubution sales
Jack Holland, president
John Holland, vice president

Imperial Cup Company
808 Fontaine Street
Kenton, OH 43326
419-673-0711
Sheraton: Sat/Tue
David Kaplan, vice president/sales & marketing
Jim Birt, national marketing manager

International Paper Co
77 W. 45th Street
Area 31-124
New York, NY 10036
212-536-7726
Westin: Sun/Tue
James F. Kear, business manager
Mills Ogden, product manager

International Paper Company
White Papers Group
85 West Algonquin Road
Arlington Heights, IL 60005
312-228-8881
Westin: Sat/Tue
Dana Mead, vice president
Jeff Kass, manager/merchant marketing
Steve Sullivan, merchant sales manager

Intertape
4975 Fisher
MTL, Quebec, CAN H4T 1J8
1-800-361-2217
Westin: Sat/Tue
B. Romeril, sales manager
M. Yull, president
Harold Jewitt: division sales manager

Ipac Inc.
150 N. Santa Anita Avenue
Arcadia, CA 91006
818-445-2858
Marriott: Sat/Tue
Russell D. Liska, president
William C. Anderson, executive vice president

Ivex Corp.
2200 Post Oak Blvd.
Houston, TX 77056
713-961-4062
Marriott, Maine Rm.: Sat/Tue
Lee McGuinnes, vice president/sales
See our ad page 14-15

James River Corp.
Berlin-Gorham Div.
2 University Plaza
Hackensack, NJ 07601
201-487-6400
Marriott: Sun/Tue
E. E. Coder, director of sales

James River Corp. - KVP Group
100 Island Avenue
Parchment, MI 49004
616-384-6251
Marriott: Sat/Tue
Daniel Conway, vice president & general manager
Louis J. McGuire, manager/sales & marketing

Jet/Plastica Industries, Inc.
1100 Schwab Road
Hatfield, PA 19440
1-800-JET-WARE
Marriott: Fri/Mon
Pat Hanlon, national sales & marketing manager
Tim Berndt, assistant sales manager

Jiffy Packaging
12 Tozer Road
Beverly, MA 01915
617-921-0200
Marriott: Sat/Mon
D. Wormwood, vice president/marketing
J. Davidson, mgr./corp. sales service
See our ad page 51

Jordan Paper Products Inc.
701 W. 23rd Street
Muncie, IN 47302
317-289-7121
Westin: Sat/Tue
Donald O. Wimmer, general manager
Nelson Heinrichs, president

Kaiser Aluminum Co.
460 Totten Pond Road
Waltham, MA 02154
617-890-8150
Marriott: Sat/Tue
Ed Byrne, marketing manager
John Michaud, product manager

Karolton Envelope
P.O. Box 3009
Miamisburg, OH 45342
513-435-6775
Marriott: Sat/Tue
John M. Pierce, general sales manager
Bruce Nolop, president
R. L. Stevens, manager/customer service

Keyes Fibre Company
3003 Summer Street
Stamford, CT 06905
203-357-9100
Marriott: Sat/Tue
William Donaldson, vice president/general manager
M. W. Rast, president
W. A. Largent, sr. vice president

Kimberly Clark Corp.
Brown-Bridge Div.
1400 Holcomb Bridge Road
Roswell, GA 30076
404-587-8681
Marriott: Sat/Tue
J. A. Miller, general manager
See our ad page 11-13

Kimberly Clark Corp.
1400 Holcomb Bridge Road
Industrial Div.
Roswell, GA 30076
404-587-8532
Westin: Sat/Tue
Ronald L. Renz, general sales manager
G. A. Zins, president
A. R. Merrill, director/marketing

L&CP Corp.
156 Oak Street
Newton, MA 02164
617-527-4980
Westin: Sat/Tue
Jack Carr, vice president
Pat Farrell, vice president/marketing & sales
K. Greene, president
See our ad page 25

Leader Cards, Inc.
935 South 5th Avenue
Milwaukee, WI 53204
414-645-5760
Westin: Sat/Tue
Mel M. Wasco, sales manager
Scott R. Wilke, vice president
See our ad page 88

Linweave Fine Papers Inc.
10 Linweave Dr.
Holyoke, MA 01040
413-536-6410
Marriott: Sat/Mon
Joseph Dyer, vice president/sales & marketing

Longview Fibre Company
P.O. Box 350
Waltham, MA 02254
617-894-0040
Sheraton: Sat/Tue
H. E. Darling, regional sales manager
C. Z. Curley, sales representative

Lyons Falls Pulp & Paper Inc.
2 Pleasant Street
Natick, MA 01760
617-653-7960
Marriott: Sun/Tue
Fred Szmit, president

3M Company-TAD Group
220-3E-05 3M Center
St. Paul, MN 55144
612-733-3335
Sheraton: Fri/Tue
S. L. Junker
See our ad page 97

Mactac
4560 Darrow Road
Stow, OH 44224
216-688-1111 x256
Westin: Fri/Tue
Blake Hooper, c.e.o.
Robert Mlnarik, president

Marcal Paper Mills, Inc.
One Market Street
Elmwood Park, NJ 07407
201-796-4000
Sheraton: Fri/Mon
David Shapiro, director/sales & marketing
Bill Frasher, vice president/trade relations

Maryland Plastics, Inc.
251 East Central Avenue
Federalsburg, MD 21632
301-754-5566
Sheraton: Fri/Mon
George Nicoletos, sales manager
Allen M. Penrod, president

Mead Paper Co.
Fine Paper Div.
990 Washington Street
Dedham, MA 02026
617-426-4400
Westin: Sat/Tue
John P. Bergmark, sales/New England

Millhiser Inc.
1125 Commerce Road
Richmond, VA 23224
804-233-9886
Sheraton: Fri/Mon
James N. Bledsoe, vice president of sales
Willard A. Foster Jr., president

Mobil Chemical Company
Plastic Packaging Division
1159 Pittsford - Victor Road
Pittsford, NY 14534
716-248-1329
Sheraton: Fri/Mon
Marriott: Fri/Mon
Robert G. Witmeyer

Mohawk Paper Mills, Inc.
P.O. Box 497
Cohoes, NY 12047
518-237-1740
Westin: Sat/Tue
Scott O. Petrequin, vice president/marketing
Page Best, general sales manager

Monadnock Paper Mills
Bennington, NH 03442
603-588-3311
Westin: Sat/Tue
Robert C. Larson, vice president/sales
Richard F. Reed, sales manager/graphic arts paper
E. G. Verney, vice president/marketing services

D.F. Munroe Company
351 Middlesex Avenue
N. Wilmington, MA 01887

617-944-4750
Sheraton: Sat/Tue
Joseph P. DuCharme, vice president

J.H. McNairn Ltd.
125 Consumers Dr.
Whitby, Ontario, CAN L1N 1C4
416-686-2810
Sheraton: Fri/Mon
K. A. Miller Sr., president
Ken W. A. Miller, vice president & general manager

Nashua Corp.
44 Franklin Street
Nashua, NH 03061
603-880-2323
Marriott: Sat/Tue
John Barnes, vice president
Donald Hunter, general manager
Donald Brown, general manager
See our ad page 102

National Poly Products Co.
3218 61st Avenue N.
Minneapolis, MN 55429
612-560-8370
Sheraton: Fri/Mon
Neil A. Smeaton, sales/product manager
Donald Burcham, vice president/marketing
F. Rettmer, president

Nekoosa Papers Inc.
100 Wisconsin River Drive
Port Edwards, WI 54469
715-887-5513
Westin: Sat/Tue
Richard Weymouth
J. Manci
J. Joorsten
See our ad page 59

Newton Falls Paper Mills
P.O. Box 253
Newton Falls, NY 13666
315-848-3321
Westin: Sat/Tue
Henry W. Parnass, president
William D. Pike, vice president/marketing
L. Smedman, executive vice president

New York/National Envelope
29-10 Hunters Point Avenue
Long Island City, NY 11101
718-786-0300
Sheraton: Fri/Tue
S. W. Carpenter, vice president/marketing
See our ad on Back Cover

Niagara Envelope Co., Inc.
701 Seneca Street
Buffalo, NY 14210
716-854-8251
Marriott: Sat/Tue
Lee W. LaPrise, sr. vice president & general manager
F. G. Pierce, II, vice president/operations
Frederick S. Pierce, president

Nyman Manufacturing Company
275 Ferris Avenue
East Providence, RI
401-438-3410
Marriott: Fri/Mon
John R. Foley, vice president/director of marketing
Deborah Howe, marketing manager/retail products
See our ad page 91

Packaging Products Inc.
3201 Randolph Street
Bellwood, IL 60104
312-547-6565
Sheraton: Sat/Tue
Phil Schencker, president
Jack Finan, vice president/sales

Paper Corp. of America
1325 Morris Drive
Wayne, PA 19087
215-296-4470
Westin: Sun/Tue
Richard C. Gozon, president
See our ad page 117

Paper Corp. of U.S.
100 Fifth Avenue
New York, NY 10011
212-337-5516
Westin: Sat/Wed
Ms. Joann W. McCormick

Paper Manufacturers Company
9800 Eustleton Avenue
Philadelphia, PA 19115
215-673-4500
Westin: Sun/Tue
Donald F. O'Neill, president
Bill Fecht, vice president
Jerry Morris, sr. vice president

Paper Sources International
301 Veterans Blvd.
Rutherford, NJ 07070
201-896-1600
Westin: Sat/Tue
Susan K. Scully, marketing services manager

Peacock Products Inc.
P.O. Box 187
48 Woodbine Street
Bergenfield, NJ 07621
201-385-5585
Sheraton: Sat/Mon
Eric Langslet, president
Ernie Ness, vice president

Penntech Papers Inc.
3 Barker Avenue
White Plains, NY 10601
914-997-1600
Sheraton: Sat/Tue
M. J. Dodge, vice president/marketing
Jane Feiner, manager/marketing services
William E. Curtis, general sales manager
See our ad page 87

Pentair Inc.
1700 W. Highway 36
St. Paul, MN 55113
612-636-7920
Marriott: Sat/Tue
New York Sales Office (212) 599-1164
Chicago Sales Office (312) 986-0425

Pioneer Gift Wrap
2939 Vail Avenue
Los Angeles, CA 90040
213-726-2473
Sheraton: Fri/Tue
W. B. Murray, vice president/marketing
W. R. Lake III, marketing manager

Plastics Inc.
P.O. Box 64610
St. Paul, MN 55164
612-227-7371
Sheraton: Sat/Mon
Alex Graye, national sales manager
Sharon Gage, manager/marketing services

Polar Plastics, Ltd.
4210 Thimens Blvd.
St. Laurent, Foreign, H4R 2B9
514-331-0207
Sheraton: Sat/Tue
Bill Clark, vice president/sales & marketing
Gerry Kennedy, sales manager

Polyplast Div. United Brands
9210 NW 12th Street
Miami, FL 33172
305-592-8009
Marriott: Sat/Tue
Robert K. Ruland, vice president & general manager
Gilbert Worthington, sales manager

Polyvinyl Films
Depot Street
Wilkinsonville, MA 01609
617-865-3558
Marriott: Sat/Mon
Tom Connor, vice president
Jim Baldwin, vice president

Portion Packaging Inc.
3 Neshaminy Interplex 201
Trevose, PA 19047

215-245-2965
Sheraton: Sat/Sun
Craig Blizzard, director/marketing
Joe McCormack, sales manager

Potlatch Corp. Nwpd
35 Mason Street
Greenwich, CT 06830
203-622-1297
Marriott: Sat/Tue
Ed Erickson, vice president
Pat Norha, vice president/marketing
Arnie Oss, Jr., vice president sales

Potsdam Paper Mills
Rte. 4
Potsdam, NY 13676
315-265-4000
Copley Plaza: Sun/Tue
Charles Hanes, Eastern sales manager
Bill Woltjen, general sales manager

Printwrap Sales Inc.
8900 Directors Row
Dallas, TX 75247
214-638-1894
Sheraton: Fri/Mon
Bill Stuart, sales manager
Gary Berriochoa, salesman

Profiles International, Inc.
6825 Manhattan Blvd. #500
Fort Worth, TX 76112
817-496-6881
Sheraton: Sat/Mon
Milt Cotter, president
Anne L. Bess, consultant

Regal Poly-Pak
125 Spagnoli Road
Melville, NY 11747
516-293-6767
Sheraton: Sat/Mon
Sy Miller, vice president/sales
Steve Bearman, admin. sales manager

Reynolds Metals Co.
6603 West Broad Street
Richmond, VA 23261
804-281-3319
804-281-2862
Marriott: Sat/Mon
James A. Behne, marketing director
James Bailey, national sales manager

Ris Paper Company, Inc.
P.O. Box 4027/499 Wildwood Avenue
Woburn, MA 01888
Marriott: Sun/Tue
Richard C. Rogers, president

Rixie Paper Products
P.O. Box 155
Stowe, PA 19464
215-323-9220
Sheraton: Fri/Sun
Gregory Krasnick, vice president
Dale Cook, vice president
See our ad page 6-7

Robbie Manufacturing Co.
10810 Mid America Avenue
Lenexa, KS 66219
1-913-492-3400
Sheraton: Fri/Mon
Larry R. Kitsmiller, vice president/sales & marketing

Sabert Corporation
633 Dowd Avenue
Elizabeth, NJ 07201
201-354-0440
Westin: Fri/Mon
Albert Salama, sales manager
Manny Aldir, customer service manager

S.B. Schmidt Paper Company
1020 E. 146th Street
Burnsville, MN 55337
1-800-328-4018
Marriott: Sat/Tue
Stan B. Schmidt, president
Michael Gissing, vice president
Dan Colvin, vice president

Scott Paper Company
Scott Plaza One
Philadelphia, PA 19113
215-522-6718
Westin: Sat/Tue
M. D. Shackelford
See our ad page 38-39

Sealed Air Corp.
Old Sherman Turnpike
Danbury, CT 06810
203-792-2360
Sheraton: Sat/Tue
Jon Baker, director/marketing
Paul McEvoy, director/marketing

Sentinel Foam Products
130 North Street
Hyannis, MA 02601
617-775-5220
Sheraton: Sat/Tue
Richard Giberti, national sales manager
William A. Shepherd, admin. national sales manager

Shamrock Gravure Products Inc.
P.O. Box 16247
Greensboro, NC 27416
919-275-6388
Marriott: Fri/Mon
Charles E. Fetter, Jr., sales manager
Bryan B. Williams, sales

Sherri Cup Inc.
One Main Street
Kensington, CT 06037
203-828-6338
Sheraton: Sat/Mon
Phil Rathke, general manager
Leslie Buck, marketing manager
See our ad page 73

Simon Miller Sales Company
1218 Chestnut Street, Ste. 802
Philadelphia, PA 19107
215-923-3600
Sheraton: Sat/Tue
Joseph Levit, president
Henri C. Levit, vice president

Sofco Inc.
P.O. Box 2023
Scotia, NY 12302
518-374-7810
Sheraton: Sat/Wed
B. Schachter, vice president
J. Gargiulo, general manager

Solo Cup Company
1505 East Main Street
Urbana, IL 61801
217-384-1800
Sheraton: Sat/Mon
D. J. Wolfe, director of sales
Bob Benstein, marketing manager

Sonoco Products Company
P.O. Box 160
Hartsville, SC 29550
803-332-1591
Marriott: Sat/Tue
Leon Phelps, marketing manager
Ron Byberg, national sales manager

Sorg Paper Company
901 Manchester Avenue
Middletown, OH 45042
513-422-3661
Marriott: Sun/Tue
Harry A. Baumann, Jr., vice president/marketing
R. Kent Martin, sales manager

SPL Marketing Inc.
1233 Highland Avenue
Needham, MA 02192
617-449-3502
Sheraton: Sat/Mon
Bob McConchie, vice president
Bob Carvalho, president
P. H. Cassetta, vice president

Special Papers Inc.
P.O. Box 643
Wilton, CT 06897
203-834-2884
Copley Plaza: Sat/Tue
Jeffrey J. Morgan, product manager

Springprint Paper Products Co.
P.O. Box 659 - 504 W. Euclid Avenue
Springfield, OH 45501
513-324-5633

Marriott: Fri/Mon
Robert E. Brant, vice
president/marketing & sales
Thomas H. Harwood, president

Star Forms Inc.
P.O. Box 8801
Moline, IL 61265
309-797-1389
Marriott: Sat/Tue
Jan Maczuba, vice president/sales
Craig Kessler, national accounts sales
manager-West
See our ad page 65

Sterling Paper Co.
2155 E. Castor Avenue
Philadelphia, PA 19134
215-744-5350
Sheraton: Fri/Mon
Martin E. Sheen, president
Suzanne S. Faigen, vice president

Stevens & Thompson Paper Co.
P.O. Box 206 - Mill Road
Greenwich, NY 12834
518-692-2211
Marriott: Fri/Tue
William Gnatek, sales manager
Maureen Durie, sales facilitator
Bill Fitzgerald

Stone Container Bag Div.
Arnold Drive
Huntington, NY 11743
516-271-8100
Marriott: Sat/Tue
James Doughan, sr. vice president
Norman Kaye, vice president & general
sales manager

Supreme Poly Products Inc.
299 Meserole Street
Brooklyn, NY 11206
718-456-9300
Sheraton: Sat/Tue
Raymond Kwok, president
Alan Sands, national sales manager

Surrey Industries
155 Myles Standish Blvd.
Taunton, MA 02780
617-824-8636
Sheraton: Sat/Mon
Al Vaicunas, marketing manager
Don Law, general manager

Tagsons Papers Inc.
P.O. Box 1999
Albany, NY 12201-1999
518-462-0200
Sheraton: Fri/Tue
Nicholas T. Galante III, executive vice
president
Letty Kiesnowski, director of sales
See our ad page 72

Tape Inc.
P.O. Box 11067
Green Bay, WI 54307-1067
414-499-0601
Marriott: Fri/Tue
R. W. DeSpirito, president
W. H. Schuler, vice president/marketing

Texcrom Paper Corporation
600 Paper Mill Road, P.O. Box 277
Chambersburg, PA 17201
717-264-7111
Westin: Sat/Mon
Paul T. Gallagher, president
George Shally, executive vice president

Tieco Sales
4 New Street
Ramsey, NJ 07446
201-934-0680
Westin: Sat/Mon
Art Schleiper, president
Bruce Gove, sales manager
Scott Schleiper, sales manager

Twinpak Inc.
910 Central Parkway West
Mississauga, Ontario L5C 2V5
416-275-5334
Marriott, New Hampshire Rm.: Sat/Mon
John R. Dale, dir. sales/marketing
Charles J. Heintzman, sales manager

Unicrom Inc.
3198 N.W. 125 Street
Miami, FL 33167
305-688-3536
Charles D. Schneider,
director of marketing
Xavier Simone, president

United Plastic Products
109 N. Duncan Road - P.O. Box 3789
Champaign, IL 61821
217-359-5400
Marriott: Sat/Mon
Zella Rebmann, sales manager
Robert Smith, vice president/marketing
See our ad page 96

Walden-Mott Corp.
475 Kinderkamack Road
Oradell, NJ 07649
201-261-2630
Sheraton: Fri/Tue
Alfred S. Walden, Jr., president
Charles C. Walden III, vice chairman

Wausau Coated Papers
1889 Pine Drive
Kent, OH 44240
216-673-8313
Sheraton: Sat/Tue
John McCormick, managing director
George Kramer, national sales manager

Webster Industries Inc.
58 Pulaski Street
Peabody, MA 01960
617-532-2000
Sheraton: Sat/Mon
Arnold Shainker, vice
president/institutional division
Peggy Johnston, institutional sales
manager
Jim Johnston, institutional sales manager

Webster Packaging
58 Pulaski Street
Peabody, MA 01960
617-532-2000
Sheraton: Sat/Mon
Chad Young, general manager
Joe Madden, product manager

Western Paper Products Inc.
4890 Spring Grove Avenue
Cincinnatti, OH 45232
513-542-4700
Marriott: Sat/Tue
Avery J. Sage, market director
Robert Albert, merchant manager

Weyerhaeuser Paper Co.
One Plymouth Meeting
Plymouth Meeting, PA 19462
215-825-1110
Marriott: Sun/Wed
William A. Hall, vice president/sales
Jerry L. Flatland, marketing manager

Wilkinson Manufacturing Co.
12th & Madison
Ft. Calhoun, NE 68023
402-468-5511
Marriott: Fri/Mon
Phil Castelnovo, national sales manager

Williamhouse Sales Corp.
28 West 23rd Street
New York, NY 10010
212-691-2000
Marriott: Sat/Tue
M. R. Lewis, president
N. Hamer, president
E. Norton, vice president

Wisconsin Tissue Mills
Third Street - P.O. Box 489
Menasha, WI 54952
414-725-7031
Marriott: Sat/Mon
George Mueller, president
Sal Cianciola, executive vice president

Y-Not Better Papers Inc.
We Package It
P.O. Box 815809
Dallas, TX 75381
Sheraton: Sat/Mon
Denise Evans

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So, why not give us a call. We'll send you, with no obligation, an information package that details how ***Paper Tiger*** can improve your business. And you'll be taking the first step towards better sales, service and profits, plus one more extra we didn't mention—peace of mind.

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Route 34 & Artisan Way, Post Office Box 188
Colts Neck, NJ 07722
1-201-462-8900

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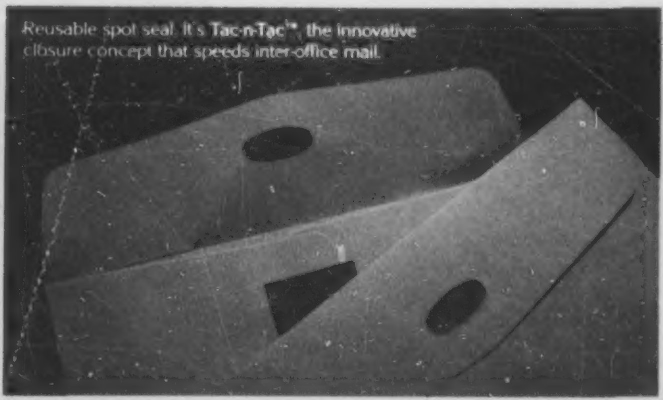
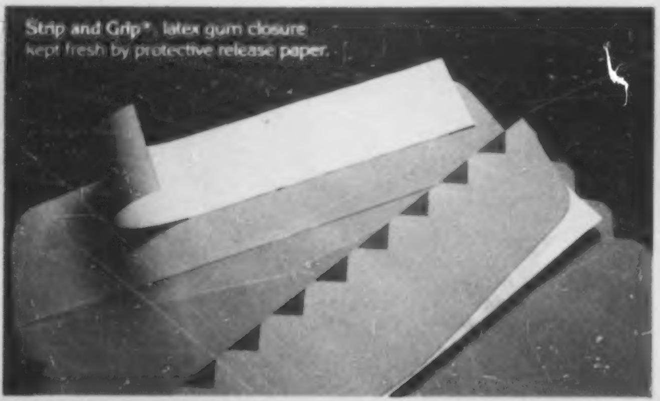


Reusable spot seal. It's **Tac-n-Tac™**, the innovative closure concept that speeds inter-office mail.



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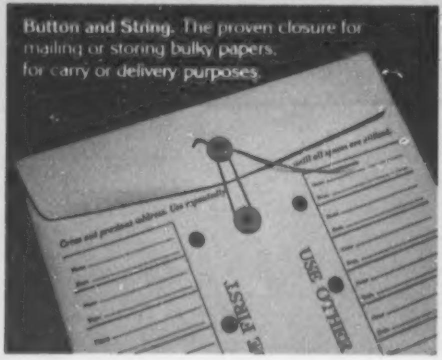
Latex Gum on flap and throat. Seals instantly and securely. (Illus., Carnival Kraft Catalog)

Bank Statement Latex Gum Envelopes. The efficient way to seal and send bulky contents.



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Champion Envelope Corp., Union, NJ, 07083, 201 / 353-8100, 800 / 526-6829.
National Envelope Corp., Worcester, MA, 01607, Box 1728, 617 / 798-8711.
Austell (Atlanta), GA, 30001, 404 / 944-3322, 800 / 241-8173.
Lenexa, KS, 66215, 913 / 888-3282, 800 / 255-6288.
Vinita Park (St. Louis), MO, 63114, 314 / 423-6700,
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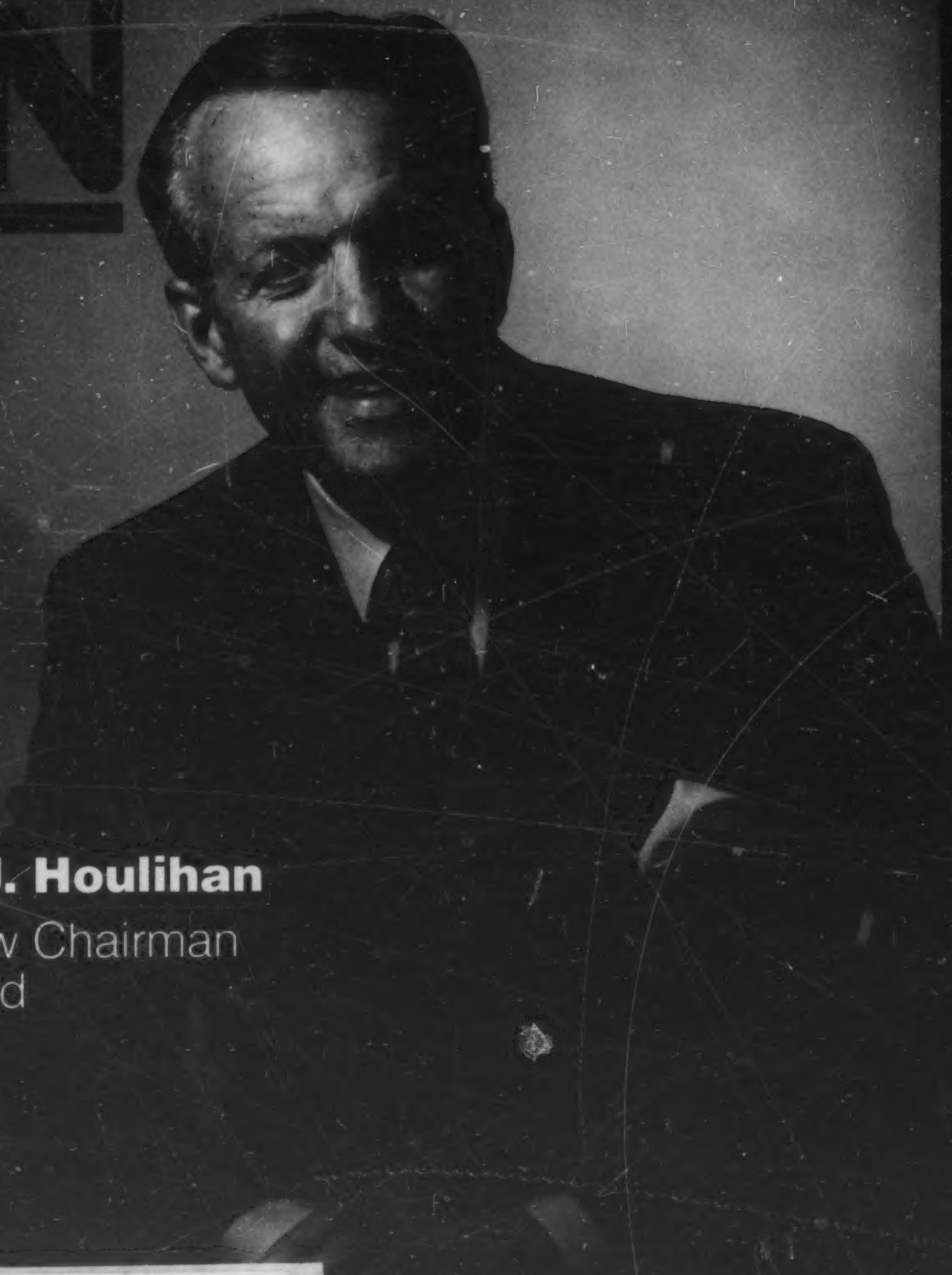
OCTOBER 1986

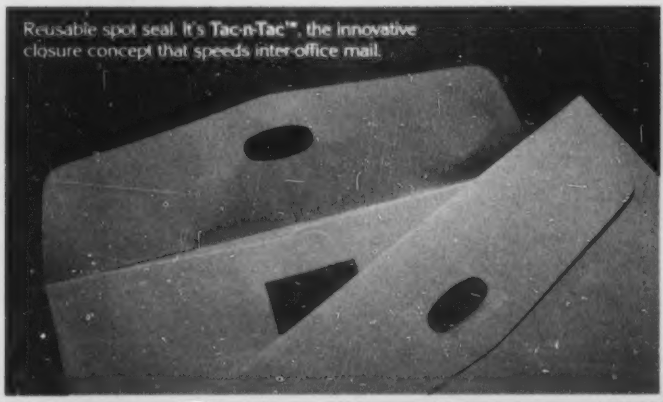


Francis J. Houlihan

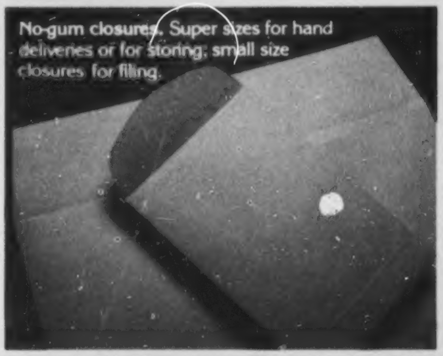
NPTA's New Chairman of the Board

MR. ED KIANKA
CONGRESSIONAL INFORMATION IN
45-20 EAST-WEST HIGHWAY
BETHESDA, MD 20814

Who but National Envelope offers you so many closures?


Reusable spot seal. It's **Tac-n-Tac™**, the innovative closure concept that speeds inter-office mail.

Strip and Grip®, latex gum closure kept fresh by protective release paper.


No-gum closures. Super sizes for hand deliveries or for storing; small size closures for filing.

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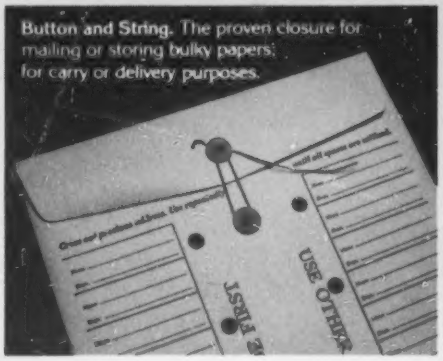

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Champion Envelope Corp., Union, NJ, 07083, 201 / 353-8100, 800 / 526-6829.
National Envelope Corp., Worcester, MA, 01607, Box 1728, 617 / 798-8711.
Austell (Atlanta), GA, 30001, 404 / 944-3322, 800 / 241-8173.
Lenexa, KS, 66215, 913 / 888-3282, 800 / 255-6288.
Vinita Park (St. Louis), MO, 63114, 314 / 423-6700,
800 / 325-0002.

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26 **Dead Stock: The Profit and Control System Crippler!**
by Gordon Graham
What do you do with all those dogs up there on the shelf? How did they get there in the first place? Gordon Graham has a method that will rectify the problem. This is Part 2 of a three-part series.

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Cover Photo: Fred Fox Studios Ltd.

ATTENTION YEF MEMBERS!

Reserve March 19–22, 1987, to attend the third annual YEF Mid-Year Executive Conference to be held at the beautiful Grenelefe Resort, Grenelefe, FL (outside Orlando). The conference will feature two exciting morning speakers together with a Sunday supplier-discussion presentation. Watch for our descriptive brochure.

BUTLER PAPER CONTINUES TO GROW

With 64 centers in the country, Butler Paper Company's growth goes on. This year alone, a new warehouse was completed in Madison, WI, a larger facility in Reno, NV, was occupied, a new building was leased in Forth Worth, TX, and a building purchased in Tulsa, OK.

The Madison expansion, the second in Wisconsin in the past two years, followed the construction of a new warehouse in Milwaukee last year. Reno is one of Butler's newer divisions which was opened in 1984 and then relocated in April. The new Fort Worth warehouse is just down the street from the old one, but it offers nearly one-third more space and more modern facilities. In Tulsa, Butler purchased the building it had been leasing since early 1985.

F.G. Walker, Butler's president, said, "We see a lot of potential for growth in the paper distribution business, even in markets like Tulsa where the economy is slower than it once was. We feel that the ability to respond to customer needs—whether with more inventory, quicker delivery or more innovative service—will allow us to find and take advantage of new opportunities."

ASSOCIATED PAPER BUILDS NEW FACILITY

A new 53,000–square-foot building is being constructed in Conyers, GA, by Associated Paper and Supply Company and Partyland Stores. The new brick facility will house space for offices, a retail store, manufacturing and distribution.

Associated Paper handles industrial, retail paper and packaging chemicals and sanitary and maintenance items. In addition, they will manufacture stock corrugated boxes in Conyers, according to Jim D. Kent, chairman of the board, and Mike Williams, president. The facility will cost $1,200,000 and should be completed around February 1, 1987.

EARNINGS UP FOR CENTURY PAPERS' QUARTER

A 3.4% increase in Century Papers, Inc., 1986 first quarter (ending 6/30/86) earnings was announced by president and CEO Herschel G. Maltz. This represents $150,000 compared to $145,000 for the same period in 1985. The company, a Texas-based wholesale distributor of paper and allied sanitary maintenance products, operates 17 distribution centers in the south and midwest and five retail stores in Texas.

Maltz commented that the company's pre-tax earnings increase "is a real tribute to our management team and all our employees," since sales decreased slightly in this "highly competitive" business. He further observed that business potential has actually contracted in some of the geographic areas served but that the company effected numerous cost reductions. Inventories are lower than a year ago, receivables more current, and the long-term debt has been reduced—a tribute to the company's overall asset management, he said.

CARL SCHORSKE DIES AT 106

The June 1986 *MN* edition featured an interview with Carl Schorske, 106 years old, and former general manager of George W. Millar Inc. His lifelong career in the paper industry began in 1895 when, in high-button shoes and knee pants, he was hired as a delivery boy by Henry Lindenmeyr, Sr. After more than 25 years there, he was with the Millar company until his retirement in 1955. During the 31 years that followed, he continued to closely watch developments in the industry.

Mr. Schorske was known as an easy-

OCTOBER

16. *Productive Opportunities for Paper Merchants. New York, NY. Contact NPTA.*

27–31. *Printech Week. Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

NOVEMBER

3–4. *The Second International Unbleached Kraft Conference, Waldorf-Astoria Hotel in New York, NY. Contact* Pulp & Paper *magazine. 212-683-9294.*

10–15. *Paper Distribution Management Development Program. Miami University, Oxford, OH. Contact NPTA.*

16–23. *New York Paper Merchants Association's 1986 Seven Day Seminar & Cruise on board the Carnival Cruise Lines Superliner "Festivale." Contact NYPMA. 212-867-9660*

18–19. *Industrial Sanitary Supply Symposium—"Sanitary Supply: The Role of the Industrial Paper Merchant." Atlanta, GA. Contact NPTA.*

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TRAINING SALES PEOPLE TO GET SUCCESS ON THEIR SIDE

What makes one sales call a success and another a failure? Do sales people make common mistakes which prevent success?

The answer to these questions lies in the skills your sales people have developed. How is the bridge from average to successful salesperson made?

It involves using and learning each of the following:

1) Successful sales people establish a balanced dialogue and interaction with customers. "Simply telling a customer how a product or service might be of value is not enough," says Bruce Linden, NPTA Director of Education and Training. "It's important to get the customer involved early, late and often."

2) They should ask questions skillfully to gather information and uncover customer needs. The importance of what a customer says is acknowledged to be twice as important as failed sales calls.

3) They should recognize when a customer has a real need and show how the product can satisfy it. On average, calls where two or more needs are uncovered tend to result in either a sale or an advancement of the sales process.

4) They should counter negative customer attitudes promptly and directly. Sales people with successful calls answer almost 50% more objections than those with failed calls. Success drops dramatically if a customer reiterates an objection, which is a sign the objection wasn't handled.

5) Finally, they should use a benefit summary and an action plan that require customer commitment when closing. When sales people use this form of close, 75% are successful.

It does not appear to matter whether the sales person is 28 or 48 years of age, male or female, or has two years' experience or twenty. What matters is the ability to use certain skills and avoid common errors. Following are common mistakes that prevent successful sales calls:

1) Tells instead of sells; doesn't ask enough questions.
2) Over-controls the call; asks too many closed-end questions.
3) Doesn't respond to customer needs with benefits.
4) Doesn't recognize needs; gives benefits prematurely.
5) Doesn't recognize or handle negative attitudes effectively.
6) Makes weak closing statements; doesn't recognize when/how to close.

Training in these and other related sales skills is provided through the NPTA Professional Selling Skills Program. For more information contact Bruce H. Linden, NPTA Education and Training Department.

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going, warm-hearted man who was active in his community. He served on the Tuckahoe, NY, board of trustees for two terms and then participated by attending public meetings and writing letters to local officials. The village mayor said of him, "For a man of 106, he had an extremely incisive mind" and "was always full of good advice and cheer."

Asked the perennial question as to the key to his long life, Mr. Schorske replied, "Walking is a must; I walk half a mile every day at seven o'clock before I eat breakfast. I don't know for sure if that's what keeps me going, but I'm sure walking doesn't hurt."

Carl Schorske suffered a massive heart attack a week before his death at the Lawrence Hospital in Bronxville. He was loved by everyone who knew him and will be missed by many.

NEWS BRIEFS

STERLING PAPER has been purchased by Robert Rosenfeld, formerly of Alling and Cory, Cleveland. Sterling is now distributing in the Cleveland area in addition to the Columbus and Mansfield locations. Mr. Rosenfeld is the company's new president, with Karen Forcina, manager of sales and marketing, and Bill Neff, controller.

NATIONWIDE PAPERS relocated in August from Detroit to their newly constructed sales office and warehouse in Madison Heights. They have also added a new truck to their fleet in order to provide better service. The new address: 1201 East Lincoln Avenue, or P.O. Box 71527, Madison Heights, MI 48071-0527; 313-541-9900.

D.J. MEAD's warehouse and offices are located at a new address: 300 Norton Street, Rochester, NY 146[illegible] 716-544-1810.

LOUISIANA-PACIFIC CORP., a forest products firm with 120 U.S. plants and mills, has signed a non-binding letter of intent to purchase all the California properties of Timber Realization Company for $95 million. Timber Realization is a publicly traded limited partnership formed to operate and provide for the orderly disposition of timberland and related properties transferred to it by Masonite Corporation.

BECKETT PAPER COMPANY's ongoing Awards for Excellence Program is open for entries. Ten letterheads and ten other printed pieces are chosen for awards six times a year. Judges from an independent panel in the design and printing communities select winners on the basis of originality, design, typography, quality of printing and finishing, and the imaginative use of paper. Individually engraved brass plaques mounted on a hardwood base are awarded to each winner, the printer, the designer and/or the advertising agency, and each winning letterhead is displayed in a metal frame under a clear glass cover. Entry forms may be obtained from Beckett merchants who will be notified of all winners. The client, printer or designer may submit entries.

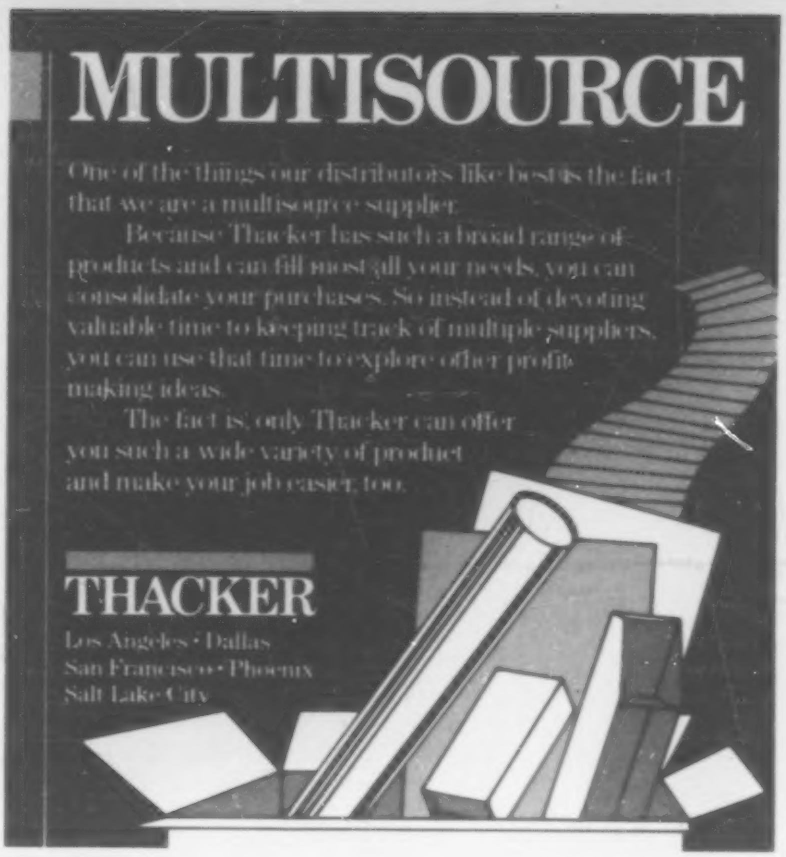
PENTAIR, INC., seeks to acquire McNeil Corporation's outstanding common stock in an all cash purchase. D. Eugene Nugent, Pentair's chairman and CEO, said that the company was pleased with the reception of the offer by McNeil's security holders. Pentair has six subsidiaries and nine manufacturing facilities in the U.S., Canada and Brazil, while McNeil, a diversified manufacturer and distributor of industrial products and systems, operates in the U.S., Germany and Canada.

ROLLAND INC.'s Distribution Division has a new head office. All correspondence should now be directed to Suite 501, 200 Ronson Drive, Etobiocoke, Ontario M9W 5Z9, Phone: 416-249-7021.

INLANDER-STEINDLER PAPER COMPANY has named Robert J. Kolcz & Affiliates, Inc. its marketing communications agency. In addition to ISP's 100-year anniversary celebration, the new agency will be responsible for a wide variety of sales promotion and public relations involving direct mail, open houses, a corporate history brochure, and more for the mid-western paper distributor.

PEOPLE IN THE NEWS

James L. Adie was elected vice president of sales at JB Papers, a distributor of printing, publishing and reprographic paper in the metropolitan New York/New Jersey market. Following in the footsteps of his father who was also a vice president,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BEST SELLERS

Rank	Publication	Last Mo.
1	The Practical Handbook of Warehousing. *Ackerman.* $40.	1
2	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	2
3	A Guide to Value-Added Purchasing. *NPTA Brochure.* 10¢ each.	—
4	Implementing Successful Paper Marketing Programs. Video Tape and Guide. *NPTA.* $65.	3
5	Practical Handbook of Distribution/Customer Service. *Blanding.* $40.	4
6	Merchandising to Maximize Your Margins. *VanDeMark.* $25.	—
7	Wholesaler Inventory Control. *VanDeMark.* $25.	5
8	Strategic Planning: A Fitness Program for Wholesaler-Distributors. *Andersen.* $35.	6
9	Fine Paper Catalog. *Grade Finders.* $55	—
10	Increasing Profits Through Better Marketing. *Healy.* $35.	7

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

Mr. Adie progressed through 13 years of customer service to successive levels of sales achievement.

Robert W. Hill, Jr., has been promoted to vice president—retail stores at the Paper Corporation of America. He will be responsible for the development of the company's national retail program with a goal of expanding its present 51 retail stores to 100 across the country.

John A. Bomba was promoted to vice president of sales at Paper Enterprises, Inc. Formerly, he was the general sales manager there.

Rick Jones is Forest-Atwood Paper Company's new project manager-converting at Elk Grove Village, IL. The company is a division of WWF Paper Corporation, based in Bala Cynwyd, PA.

Ronald C. Esper is now president of Morris Paper Company, headquartered in Pittsburgh, PA. The company is part of CDA Distributors, a division of Hammermill Paper Company.

Gregory "Rocky" Wilkinson is the new western regional manager, consumer division for The Fonda Group, manufacturer and supplier of disposable paper products. In order to intensify the company's western marketing and sales activities, Mr. Wilkinson will manage the branded and private label programs as well as the broker sales network, product programming and pricing.

Caroline Perry has joined AFV Mfg. Co., Collingdale, PA, as customer service representative for dealer accounts in the Eastern Region. She will be responsible for servicing customers' needs and also support to the dealer account executives.

George A. Makrauer is Amko Plastics Inc.'s new president and CEO. He succeeds Janet Makrauer who will continue to serve as treasurer and executive director of finance.

Karen L. Sterzinar has been appointed to the new position of marketing assistant at Strathmore Paper Company's Printing Papers Division in Westfield, MA. Ms. Sterzinar served in the firm's internship program while she attended college. She is the third member of her family to enter the paper trade.

Unloading bark at Hammermill Paper Group's Riverdale facility near Selma, AL. 400,000 lbs. per hour of high pressure steam will be created from burned bark to generate 45 megawatts of electricity for Hammermill's #15 Paper Machine.

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LONG LIFE

A BULB THAT SAVES TIME
AND MONEY IS A MARVEL

IP'S $1.1 BILLION PURCHASE

In one of the most important consolidations in paper manufacturing history, International Paper spent $64.50 per share for Hammermill Paper Company's 17 million outstanding shares. The action has created the largest paper company in the United States.

The combination makes the new company a strong player in the paper business for two reasons, the company reports. First, each company manufactures basically different products. The resulting mix is beneficial to both groups. Second, "International Paper has a strong manufacturing operation and Hammermill has a strong marketing organization," said John A. Georges, chairman of International Paper, in a *New York Times* interview.

Sales for the new International Paper Company will be in the neighborhood of $6.38 billion (based on 1985 combined sales). Champion International, which acquired St. Regis last year, holds second place with $5.77 billion in sales, and James River, with its newly acquired Crown Zellerbach operation, is a close third at $5.50 billion.

Dacotah Paper Co., of Fargo, ND, recently broke ground for a new distribution center in the Fargo Industrial Park. It will have 128,000 square feet for merchandise storage, 16,000 square feet for offices and office expansion, and 21 shipping and receiving doors including a six-stall garage and rail siding.

GREAT NORTHERN NEKOOSA BUYS J & J

In an all-cash transaction, Great Northern Nekoosa Corporation has agreed to acquire J & J Corrugated Box Corp. of Fall River, MA. This purchase marks Great Northern Nekoosa's entry into the corrugated box manufacturing business in the U.S. William R. Laidig, GNN's chairman, said, "The rapid consolidation of the containerboard industry in recent years makes this acquisition especially appropriate at this time." J & J is a large independent corrugated box manufacturer with 1985 sales of over $100 million. It has plants in Huntsville, AL; Augusta, GA; Franklin, MA; and Martinsville, VA; and after the purchase it will operate as part of Great Southern Paper, GNN's containerboard division. Great Southern Paper has been a supplier of containerboard to J & J since 1964.

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If you want to know more about how Marvel long-life lamps can brighten up your profit picture, just call us toll free (800) 845-6421. We'll be glad to show you the light.

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ONE THAT SAVES ENERGY TOO IS MARVELOUS ✹

PRINTING PAPER

SALES COMPENSATION SURVEY RESULTS PUBLISHED

As with many aspects of business, sales and sales management tasks are becoming more demanding and complex. The advent of electronic order entry, "just-in-time" systems, telemarketing, systems selling and a variety of other tools and techniques for streamlining the flow of information and product have contributed to the changing character and pace of the selling function. Today and in the future, selling is likely to become far more of a team effort than in the past, with the contributions of individual field and inside personnel becoming more rationalized and interdependent.

Printing Paper Sales Compensation, a new report by the National Paper Trade Association, inc., describes a dynamic process. Paper merchant managers always seem to be concerned about it. Surprisingly, though, most survey respondents were fairly well satisfied with their current compensation programs for sales managers and both inside and outside sales people.

The survey findings are many and important to the overall understanding of how industry people are paid. The NPTA report showed that most all printing paper sales managers who supervise 60% of their time or more receive a salary (98.2%), with about two-thirds receiving bonuses. Only 36.4% of general line sales reps receive a salary, as expected; and 87.2% of customer service people are on salary with about one-third receiving bonuses.

Most organizations offer some form of health (92%) and life insurance (88%) to all employees. Disability insurance is provided by about two-thirds of the companies, profit sharing by 44%, and pension and educational reimbursement plans by one-third.

Payment schedules vary, but about half of all companies responding to the NPTA survey pay their people every other week. The other half is split between weekly and monthly.

The commission structure for printing paper distributors varies greatly. The report shows that 72% of the merchants responding have minimum order size requirements before commissions are paid. The minimum order average was $76, but ranged from $20 to $200.

There are many other significant conclusions and statistics drawn from the *Printing Paper Sales Compensation* survey just released by NPTA relating to cars, entertainment, hiring practices, turnover, sales force compensation, and average salaries for each group. The book is available from the NPTA Communications Department at $40 each for members of the Association and $50 for suppliers.

NAPM REPORTS PAPER PURCHASING PATTERNS

The National Association of Purchasing Management (NAPM) checks paper

CHANGE OF ADDRESS

Do not miss one issue of NPTA *Management News* magazine. Please notify us *prior* to your relocation so that we may change our records.

Forward changes to:
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purchasing each month as part of their "Report on Business." This survey of purchasing managers gives paper merchants a perspective on what the customer is thinking. The following was reported in August 1986.

UNCOATED FREE SHEET: Those surveyed showed that uncoated free sheet was in very strong demand with some "loosely monitored 'allocations' or 'reservations.'' They report grade shipments up through the first quarter and imports up 54%. Imported uncoated free sheet now accounts for 4.6% of total U.S. consumption in this grade.

COATED PAPERS: Purchasing managers expect to see coated stock in plentiful supply for the next 3–6 months.

BLEACHED BRISTOLS: Signs of tightening of supply are present, states NAPM, and backlogs are increasing. Production of bleached bristols has moved up rapidly to fill demand. In the first four months of 1986 (compared to the same period the year before), production surged 9.3%.

PRINTING INDUSTRIES CONFERENCE

Discussions on the handling and utilization of materials in the printing plant will take place at the Marriott O'Hare Hotel in Chicago October 29-31, 1986. Topics will include signature storage alternatives, ink handling, materials flow analysis, trends, opportunities and more. The conference is sponsored by the Materials Management Group, a sub-section of the Conference Board of Major Printers. For more information, contact Laura M. Yoder, CBMP, Printing Industries of America, Inc., 1730 North Lynn Street, Arlington, VA, 22209; 703-841-4803.

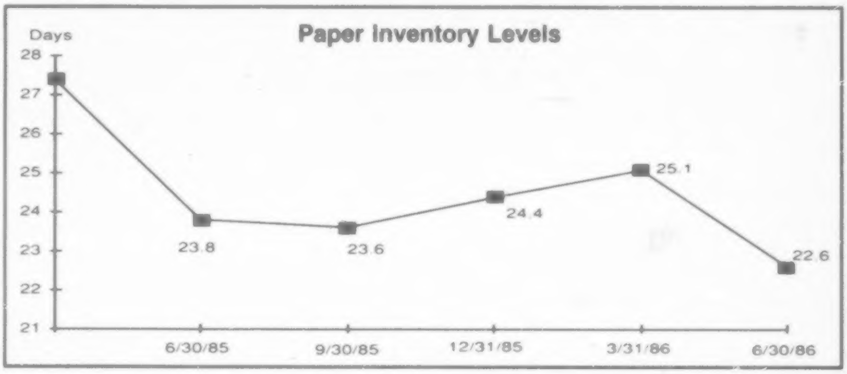
NAPL Survey **Average Order Backlog In Days**

	1985		1986			Record§
Industry Group	July 1	Oct. 1	Jan. 1	April 1	July 1	High
All Groups*	14.8	14.9	15.8	14.8	14.6	18.0
Sheetfed	12.4	13.5	12.5	12.5	11.0	17.3
Heatset Web	23.9	21.0	29.2	20.6	21.8	35.0
Nonheaset Web	17.2	21.7	20.5	19.9	18.9	22.8
Business Forms	10.6	9.7	9.6	12.6	12.0	19.9
Quick Printers	4.7	5.2	3.9	3.7	4.0	5.4

§ Highest reported backlog 1980 through 2nd Quarter, 1986, inclusive.

* Excluding Quick Printers.

† Data for companies that product business forms as a secondary (not a primary) product.



PAPER INVENTORY LEVELS DROP AT PRINT SHOPS

The average level of paper inventories on hand in the printing plants that participated in the Business Indicator Survey of the National Association of Printers and Lithographers showed a decrease of 2.5 days during the second quarter of 1986. Like order backlogs (see table), paper inventories are now well below the levels of January 1 (see chart).

NAPL concludes that printing industry growth will not accelerate before the fall.

VIEW PRINTING TECHNOLOGIES ON VIDEO

A new award-winning video tape is now available from International Paper Company. "Pocket Pal: The Movie," an 18-minute videotape, dramatizes production techniques covered in IP's graphic arts handbook *Pocket Pal.* It is a training tool for printers, designers and other graphic arts professionals including merchants, advertising agencies and printing and paper sales organizations.

The latest in graphic arts technology, such as laser color separation scanners and digital imaging systems, is demonstrated. Produced in cooperation with Lee Daniels, Inc., a Boston commercial printer, it recently received a red ribbon in the American Film and Video Festival Awards. It is available in 1/2-inch VHS or 3/4-inch U-Matic cassettes and a 16mm film version. For further information, contact "Pocket Pal: The Movie," International Paper Company, 77 West 45th Street, Room 32–71B, New York, NY 10036.

Continued on page 15

NPTA Testimonial . . .

Understanding the Dynamics of Distribution

A familiar soliloquy at the end of most training sessions attended by distribution sales representatives usually sounds something like ... "It was O.K. stuff all right but it really doesn't fit our business."

No more can that old cop-out be used ... for now we have *Understandiang the Dynamics of Distribution* ... featuring D. Bruce Merrifield.

This compact program is an excellent medium to create, within your organization, an awareness of what the distribution business consists of, why it continues to be a vital force in American business and what *everyone* in your organization can do to help increase productivity and profits.

The material is presented in an easily digested modular format of nine individual segments ... each a stand-alone unit. The program comes with an easily understood Leaders Guide and individual Participant Workbooks. This format allows the program to be conducted in sequence if desired, or with specific modules directed at your employees, vendors and customers ... a truly versatile package.

The modules are easy to administer and minimal preparation is necessary. Anyone with a knowledge of the distribution business and some basic leadership skills will do okay. Bruce lays the groundwork on the video tapes; the workbooks reinforce the concepts and the administrator's job is to coordinate the program and expand on the materials.

At the Zellerbach Paper Group we have been utilizing Bruce Merrifield, in the flesh, since January of 1985. Bruce has conducted sessions with our Management Group as well as the Sales Organization. To date, over 375 Zellerbach employees have been confronted with Bruce Merrifield's challenges on a better way to operate a distribution business. The major drawback until recently was how to follow-up after his one-day seminar ... *Understanding the Dynamics of Distribution* has solved that problem.

One complete program will be distributed to each of our four major locations ... the materials will be utilized by local trainers or managers to reinforce the concepts that each functional unit deems to be of greatest importance. The program will allow the functioning units to review the major points of Bruce Merrifield's presentation and will provide ample time for review of each segment so that practical applications can be determined and implemented—an almost ideal follow-up program.

Understanding the Dynamics of Distribution is the type of program that will benefit the complex many-branched distributor as well as the single-sited business eager to increase productivity and profits. NPTA is to be commended for its endorsement, support and distribution of programs of this caliber.

By Michael Warren
manager training & development
Zellerbach Paper Group

For more information about obtaining a copy, contact Bruce H. Linden, NPTA's Director of Training and Education

CAREW POSITIONAL SELLING WORKSHOPS AID BUTLER PAPER

About three years ago, Butler Paper Company began a search for a sales skills development strategy that would provide our sales professionals with the tools, skills, and analytical ability it takes to be consistently successful in a highly competitive marketplace. Most of our training programs up to that point focused on product knowledge and basic sales skills. It occurred to us, however, that we needed to supplement the training we were doing with an approach that focused on strategy as well as skills.

This approach had to be geared not only to short-term sales, but also to the long-term relationships that help insulate Butler from competitive activity. We also wanted a program that, in addition to benefiting the new Butler Paper sales professionals, would serve as a touch-up event for our experienced professionals as well. Our search ended in Golden, CO, with Carew Positional Selling Systems and their Positional Selling series of workshops.

The first step in this unique approach was for me to attend a trainer certification process. This process enabled me to conduct customized skills improvement events in-house. Frankly, we made an enormous commitment to Positional Selling and to date, we have not been disappointed.

Sales professionals that are Positional Selling-trained are better equipped to survive and prosper in the highly competitive printing paper environment. We have run some seven workshops which have been received extremely well. We have discovered that participants easily recall the skills and strategies covered in the workshop. In addition, because each event is customized to the realities of the Butler Paper Company sales professional, there is immediate transfer value from the classroom to the field. Consequently, sales professionals are putting these tools to work immediately.

Because we have developed inside training capability, we have total control over what is covered in these workshops.

NPTA PRESENTS
THE 1986 INDUSTRIAL DIVISION'S CLEANING & MAINTENANCE SUPPLY SYMPOSIUM: THE ROLE OF THE PAPER MERCHANT

NOV. 17–19, 1986
THE SHERATON-ATLANTA AIRPORT HOTEL, ATLANTA, GEORGIA

A two-day interactive symposium has been designed to aid merchants to test their marketplace for this exciting product line, learn how to merchandise these products, learn which of these product areas are most germane to industrial merchants and how to use their current warehouse facilities most effectively in selling cleaning & maintenance supply. The speakers are experts in all sides of this business from the manufacturing side to the sales side and of course the distribution side.

The symposium will also feature an industry-wide reception and dinner where distributors will have an opportunity to meet with cleaning & maintenance suppliers, who are cordially invited to attend.

SCHEDULE OF EVENTS

MONDAY, NOVEMBER 17, 1986

DINNER ON YOUR OWN

TUESDAY, NOVEMBER 18, 1986

8:00am–8:45am–	Registration
9am–12 Noon–	What kinds of products and services are traditionally sold as cleaning & maintenance supply? Product types, financial considerations and the services and sales administration of each will begin this symposium. *Floor Care Products:* David Holtzman, TEC Products, Jersey City, NJ *Non-Wovens & Other Products:* Jack Woodhouse, Standard Paper Sales Co., Asheville, NC *Chemical Products:* Richards "Dix" Jarden, Bullen Chemical Co., Folcroft, PA (ISSA Chairman)
12 Noon–	Lunch
1pm–	How and why to train your sales force to sell cleaning & maintenance supply—Jack Woodhouse, Standard Paper Sales Co., Asheville, NC
2pm–	Who is the customer and what is he looking for?—Richards "Dix" Jarden, Bullen Chemical Co., Folcroft, PA (Chairman International Sanitary Supply Association)
3pm–	Are specialists necessary and what do they actually do?—Steve Raggucci, Dowd Paper Co., Woburn, MA
6:30pm–	Industry Reception
7:30pm–	Industry Dinner

WEDNESDAY, NOVEMBER 19, 1986

8am–	What aids can merchants expect from manufacturers and their representatives?—Ken Koblitz, Americo Manufacturing Co., Ackworth, GA
10am–	Coffee Break
10:15am–	How to beef up your marketing program and company image in order to sell cleaning & maintenance supply.—Ken Koblitz, Americo Manufacturing Co., Ackworth, GA
12 Noon–	Lunch
1pm–	Customer Services: How does cleaning & maintenance supply service differ from traditional paper sales service?—John Plant, Maintenance Equipment Co., Tucker, GA (ISSA President)
2pm–	How does OSHA's hazard communication standard affect your business?—Jack Ramaley, Executive Vice President, ISSA, Chicago, IL, Mike Weir, Chadbourne & Parke, New York, NY
3:30pm–	Future trends in cleaning & maintenance supply: What does the future hold?—John Plant, Maintenance Equipment Co., Tucker, GA, and Ken Koblitz, Americo Manufacturing Co., Ackworth, GA
4:30pm–	Departure

REGISTRATION INFORMATION

DATES
NOVEMBER 17-19, 1986

LOCATION
SHERATON-ATLANTA AIRPORT HOTEL

FEES:

MEMBER	**NON-MEMBER**	**SUPPLIER (RECEPTION & DINNER ONLY)**
$225.00	**$325.00**	**$45.00**

Fees include: One Industry Dinner, Two Luncheons, One Industry Reception and Coffee Breaks

Are You A Member of NPTA?
Those participating who wish to become members of the National Paper Trade Association may apply 50% of the difference between the member and non-member fee toward their first year membership dues.

Cancellation Policy
All cancellations must be in writing and confirmed by phone. If you notify NPTA at least two weeks prior to the opening date of the seminar, 100% of your registration fee will be returned. For cancellations received within two weeks of the opening date, a 25% charge will be incurred; 72 hours a 50% charge will be incurred; within 72 hours, no refund may be given.

Deadlines
Your registration must be received at NPTA Headquarters at least seven days prior to the seminar. The Association will honor each registration in order of receipt. Since a seminar may not be optimally effective without a minimum number of participants, NPTA reserves the right to cancel in certain instances. If so, you will be notified at least seven days before the seminar and receive a full refund.

Accommodations
Accommodations are not included in the registration fee. NPTA has reserved a block of rooms in the hotel listed. If you wish accommodations, please contact the hotel directly in order to reserve space.

Be sure to mention that you are attending this NPTA seminar to be guaranteed the corporate rate. If you encounter any difficulty whatsoever, please contact NPTA.

The Sheraton-Atlanta Airport Hotel
1325 Virginia Ave.
Atlanta, GA 30344
(404) 768-6660

Rates
Single—$60.00
Double—$65.00

Registration Card

National Paper Trade Association, inc.
Industrial Paper Division
111 Great Neck Road
Great Neck, NY 11021

YES, Please reserve a place for me at the Cleaning & Maintenance Supply Symposium, November 17-19, 1986 _____/I would like to attend the Dinner only _____

☐ Check enclosed ☐ Bill my company ☐ member ☐ non-member ☐ supplier

Name ____________________

Company ____________________

Street Address ____________________

City __________ State _____ Zip _____

Phone # ____________________

If you need additional information, Call Richard J. Lerman, 516-829-3070

The workshops themselves are designed to allow the participants to direct the energy and emphasis. This enables us to focus on the issues that are important to a specific group, ensuring that the investment in time and money gains the maximum return.

Positional Selling graduates are rapidly creating a position in our marketplace as the standard by which all paper merchant sales people are evaluated. They work hard on making that standard so high that other efforts pale by comparison.

We were delighted with the initial results. The Positional Selling technology has passed the test of time over these last two years. The results, in the form of increased sales and increased profits, are ongoing.

By John J. Burgess
vice president-planning
Butler Paper Company

For more information on obtaining this program, contact Bruce H. Linden, NPTA's director of training and education.

INDUSTRIAL PAPERS

NPTA INDUSTRIAL DIVISION TO HOLD CLEANING AND MAINTENANCE SUPPLY SYMPOSIUM IN ATLANTA

NPTA's Industrial Division has announced that it will present a two-day symposium on cleaning and maintenance supply November 18th and 19th at the Sheraton Atlanta Airport Hotel in Atlanta, GA. The symposium will feature sessions on how merchants can test their markets to see if these products are for them, how to merchandise sanitary products, which products are most germane to industrial merchants' business and how to use their warehouse facilities most effectively in selling sanitary supplies.

Suppliers of cleaning and maintenance supply products will be invited to attend the Industry Reception and Industry Dinner on November 18th. This will be an excellent opportunity for all to get to know distributors and learn more about this very lucrative business.

Registration forms and reservation materials are available elsewhere in this publication and from the NPTA office. For further information, contact Richard J. Lerman, Director of Marketing & Membership Services at NPTA, 111 Great Neck Road, Great Neck, NY 11021, Phone# 516-829-3070.

See Symposium Registration Form on pages 13–14

FAMILY MEALS A THING OF THE PAST?

According to a report in *USA Today*, sit-down family meals may be a thing of the past. A recent survey of 2,077 women found that 43% of their families eat breakfast separately and 29% eat dinner separately. Twenty percent of those surveyed eat together as a family only on weekends.

The survey was conducted by Mark Clemens for Conde Nast Publications. Of those questioned, 34% only eat when they are hungry. This finding supports "meal grabbing" as the newest pattern in eating habits.

The findings support the concept that convenience is an asset for any home product. Since disposables are thrown away rather than washed and reused, they make for far more convenient products in the home. In many families, time saved in clean-up is a very valuable commodity in this day of fast lifestyles.

CONVENIENCE STORE SALES SURGED IN '85

A recent edition of *Nation's Restaurant News*, reports that the prepared-food segment of convenience store business surged 57% in 1985 to a total of $4.7 billion in sales. Prepared food represented 13.1% of non-gasoline sales, according to a study conducted by the National Association of Convenience Stores (NACS). Of prepared food items, deli services were the fastest growing category. Large profit margins have encouraged convenience store owners to expand in-store feeding facilities. Profit margins on fresh foods are 50%, compared to the 27% margin on beer, 22% for milk, and 21% for magazines. The typical convenience store chain last year increased its expenditures on fast food equipment and food related products (packaging, napkins, cups, etc.) by 35% in cities.

All of this makes the convenience store a very attractive customer for industrial paper merchants.

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We're a fresh, new thinking paper mill that's 90 years old. Our range of commercial printing papers and reprographic papers cover virtually all uncoated whites, colors and opaques, text and cover weights. Our equipment and technology are as advanced as any in the industry.

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Francis Houlihan: NPTA's New Board Chairman

On Sunday, September 14, 1986, Francis J. Houlihan was elected chairman of the board of the National Paper Trade Association, inc. His election took place during the Association's National Convention. Mr. Houlihan will serve his industry as chairman of NPTA through the Association's next Convention to be held in Atlanta.

After graduating from high school in Chicago, Francis Houlihan joined the U.S. Marine Corps. With three years of service under his belt he began attending night school and went to work for a tape manufacturer as a trainee.

Houlihan's experience in the paper industry gave him a unique perspective on the role and function of the distributor. His business sense directed his company to become more and more specialized in one field—industrial packaging. Today, walking through the warehouse of Fleetwood Paper Company, one sees strange products unlike those usually found in a paper distributor's stock: giant rolls of laminated products, foils and others.

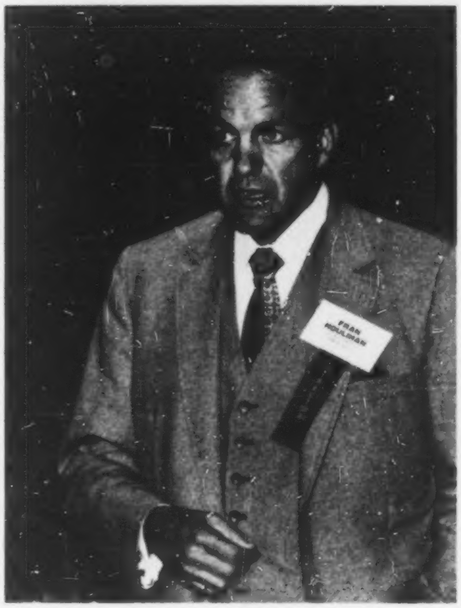
What makes Fran Houlihan and his company unique is that he does not just fill a need that is expressed by a customer. He creates the need. With unique packaging ideas, his customers find new applications that they can sell.

As NPTA's new chairman of the board, Francis J. Houlihan brings an awareness of a specialized segment of paper distribution to the forefront. He spoke with NPTA president John J. Buckley, Jr., in this exclusive interview.

MN: *As we all know, one's family life is important to one's success in the office. Tell us a little about your family.*

Houlihan: I'm married and have four girls, ages 13, 22, 24 and 26. I've been married 27 years and I agree wholeheartedly that my success in the business world could not have been achieved without support at home. The balance between family and business is always a very thin line, and I'm sure I've put pressure on that many, many times.

In the case of Fleetwood Paper Company, our company has carried out the family style of doing business. We're family oriented in our company, a very stable group.



MN: *With four daughters and some out of college, do you think any of them will wind up in the business?*

Houlihan: No. Not full-time. My oldest works for me on a part-time basis. She just had a baby. I don't think that will happen because I have never encouraged my family into the business. I've always tried to keep family situations out of the business. I don't want to lose my objectivity. There is no way in the world you can be objective when managing a dependent.

MN: *Is this true for all people in your company?*

Houlihan: Yes. We don't hire dependents of any employee. And I don't see that changing. Especially in a small company like ours with only a couple dozen people, everyone knows what everyone's doing anyway; they know my philosophy. I've also encouraged our younger people to take roots in the company because one day they will be running it. Fortunately, I have people who are on that track and will be running and owning Fleetwood somewhere down the line.

MN: *How did you get started in the paper distribution business?*

Houlihan: I went to work for the Tuck Tape Company in 1956 as a sales trainee, and worked for them for six months. I was 22 years old. At that time, they had what they called a "Tape Consultant" program in the United States. The program involved placing trainees at distributors to learn to sell that line of tapes. I received $400 a month—half from Tuck and half from the distributor.

MN: *What distributor was that?*
Houlihan: Fleetwood Paper Company.

MN: *That's terrific; you're still there!*
Houlihan: My second day on the job Mr. Joe Krueger walks in and says, "What are you doing here? Get out and sell!" I had never sold before. He handed me a beautiful sample case with tapes in it. The only problem was that they were all 3M tapes!

MN: *I guess you liked being at Fleetwood.*
Houlihan: It's been my life. We were owned by Georgia-Pacific from 1961–1965. That was a good experience for Fleetwood and myself because of the exposure to a large company. After that Krueger bought the company back from G-P in 1965. Then Walter Johnson and I bought it in 1968. In 1979 I bought him out.

MN: *What is Fleetwood doing today?*
Houlihan: The company has changed greatly from what it was 20 years ago. In those days, it was food service-oriented in terms of packaging. Today, we are 100% industrial packaging and cater to heavy industry. We provide material for any manufactured product that must be protected or enhanced cosmetically. It is the paper or plastic to protect that product in shipment or on the shelf. We try to be as specialized as we can in this area.

MN: *You have seen many changes in the packaging business in the 30 years that you have been at Fleetwood. What changes do you see ahead in the industrial packaging distribution business?*
Houlihan: At Fleetwood, we see a very positive future for our type of business in the industrial packaging world. Heretofore, many of the items we sell were sold by converters. Industrial packaging distributors ~~would~~ have never dreamed of selling these products. We have developed this niche for ourself because it brings new creativity to companies we deal with. It gives us the opportunity to develop new horizons, to create new packages.

Every product that is manufactured today has some packaging around it. And because of the great change in products, packaging requirements are constantly changing. What wasn't a problem yesterday may very well be one tomorrow. We are able to go into a company and solve problems in packaging or bring new ideas in packaging to that product. The only limitation is ourselves. There is tremendous opportunity to develop our type of business in the world today. We are very bullish.

MN: *Do you have people on your staff who would be called packaging engineers to design and test the technical side of this business?*
Houlihan: We have individuals on our staff who are called "sales people." We train sales people to do this kind of selling. It's very sophisticated selling, but selling nonetheless. It requires a creative, rather intelligent individual and it takes us five years to train them to be a true packaging sales specialist. There is much that goes into their training in that five-year period. We keep it focused. We know our niche.

MN: *If you were going to give some advice to some young people coming into the paper distribution business, whether it is in industrial packaging or other sectors of the business, what would you tell them?*
Houlihan: I would tell them to learn the industry well. After college, be prepared to serve some apprenticeship. Don't expect to gain success overnight. Dedicate yourself to your profession. Learn as much as you possibly can as quickly as you can. And strive to be the best in your chosen field.

MN: *That sounds like good advice for anyone.*
Houlihan: The day of the general line salesman in our industry is over, in my opinion. Today they must learn to be as specialized as possible to be successful.

MN: *What opportunities do you see ahead for paper distribution?*
Houlihan: The distributor must put forth the energy to fulfill the need that the mill has as well as the customer. The distributor must create a niche for himself. He must justify his existence by providing warehouse space, credit to the customer, new product development, sales and service.

MN: *Any threats?*
Houlihan: Mergers, acquisitions, mills selling direct to the customer, and customers going out of business. Beyond that, I think our busi-

We see a very positive future for our type of business in the industrial packaging world.

NPTA should be the Guiding Light in the Paper Distribution Industry

ness is changing, and that can cause problems for some. The skills you must have and the business refinements you need are more acute today. Prior to the 1980s, world supply was less than world demand. In the '80s we've seen that turn around. Virtually any manufactured product you can think of is greater in supply. This makes for more companies going after the same amount of business. To do that, you have to be smarter, more aggressive and run your business more astutely than you have in the past.

Bankruptcies are now more common than ever before. We have to safeguard ourselves from setbacks. In our company, for example, we insure the bulk of our accounts. This is something we felt we had to do and it's just a cost of doing business. Credit risks today are great. We've always prided ourselves on doing business with the finest companies, but it's getting more and more difficult to keep receivables where they should be, etc.

MN: *You have been personally involved with the NPTA as a volunteer leader for six years. What has the experience been like?*
Houlihan: It's been a broadening experience. It has shown me on a national scale what the paper distribution industry is all about. It has given me a much broader view of this business and I am seeing many more facets than I had seen before. The exposure to the people part of it has been wonderful. I have met some excellent folks.

MN: *What changes in NPTA have you seen during that time that have benefited member companies?*
Houlihan: I have seen NPTA begin to mature as an organization. The staff and headquarters at Great Neck have taken on a very cohesive and structured focus. The member companies hopefully are more involved in NPTA and certainly have derived some good benefits from the programs that were developed by NPTA.

MN: *What are the member benefits to a company like yours?*
Houlihan: We have participated in the Paper Distribution Management Development Program held at Miami University, Oxford, Ohio, and have purchased Bruce Merrifield's video and "The Role of the Paper Merchant" as well as other books. We also receive the Performance Analysis Report(PAR) which we feel is a great comparison tool to have. And last, but not least, we are now a member of the group health insurance program which provides good benefits at a cost savings.

MN: *What role should NPTA play in the paper distribution industry?*
Houlihan: NPTA should be our leader. NPTA should be the guiding light in the paper distribution industry. They should become a very strong leader in preserving, broadening, and keeping on line what we are all about. In many ways, NPTA should be telling us what is going to happen tomorrow by advance research into the "unknown."

MN: *How do you view your role as NPTA Chairman?*
Houlihan: To first develop and make education a byword in the paper distribution industry. The more we educate our salesmen, customer service people and our managers, the more professional we become and we maintain a higher level of excellence.

My role will be to strive to begin to see the NPTA grow into an even larger organization by attempting things that perhaps were unheard of or looking for new horizons. I will help to initiate that function.

MN: *What will the future be like for NPTA?*
Houlihan: I would like to see the president of NPTA say to its membership, "Gentlemen, here is what we see happening in our industry now." The president is taking a more aggressive leadership role in the organization. Chairmen come and go, but the president is there year after year. We are only a tool to help him develop the organization. We are a sounding board, a role player. The president of NPTA will hold our guiding light.

MN: *We spoke of threats and opportunities before. What do you feel will affect NPTA as an organization in the next three to five years?*
Houlihan: Apathy could affect us negatively. We can't allow that to happen. We must stay vital by having strong leadership. We can't lose our members to other organizations that in theory could do more for them. In actuality, the NPTA is our extended business "family," providing us with education, information, communication and the many services we so enjoy. Like a family, each of us makes his contribution so that our association remains a viable and successful "home."

MN: *Thank you very much.*

Promoting Paper Products in 1990 by Computer

Sales people can take on a greater responsibility for promotion and management of the paper products they sell through the use of new technology.

The future is here to stay. So is selling. By the 1990s, just a few short years away now, sales people in the paper business will be noting some changes in the way they handle their accounts. And some of those new wrinkles have already begun to challenge the sales specialist to live in the future.

Portable Computers

Portable computers will finally hit their stride by 1990, reports Info Corp. They project nearly 11 million units will be sold that year, more than doubling the number that will be sold in 1989. "Laptops," as they are often called, allow sales people to log orders, forecast sales or hook into the distributor's home computer from the customer's office to check on inventory or place an order.

The "PC Revolution" is consuming everything in its path. Although paper distributors have logged other industries in using the new technology, merchants are now picking them up quickly. Sales people are still more likely to have a PC at home to play video games than to keep tabs on their customers. But that is changing. By 1990, sales people in all commodity lines will be using personal computers to some degree whether it is in the office, the home or the briefcase.

Desktop Publishing

Sales will discover the power of "Desktop Publishing" in a few years also. Using a PC to create complete typeset-quality documents right on the screen and print them out on a laser printer, will allow sales departments to create professional-looking, customized documents to improve both prospecting and customer service. Brochures, catalogs, flyers, product sheets and manuals will be easy to generate by someone with no experience in typesetting, like a salesman. CAP Associates reports that in the 1985–1990 period, such publishing will explode by 1,683%.

The unchartered desktop publishing business was pioneered by Apple with their Maccintosh, but others are now quickly following suit. IBM is coming along now with new personal publishing software for their ubiquitous PC—something that many people have been waiting for.

By 1990, there will be many desktop publishing choices for the paper merchant and at a price that competition is driving down.

Telemarketing by Computer

"Selling by computer" may be just a fancy name for telemarketing which used to be called selling by telephone. The difference for the telemarketer in 1990 will be that he or she will probably not be able to do the job without a computer. Programs exist now for a company's resident computer system that helps those in telephone sales track customer buying patterns. These programs can pop up on the screen the companies that should be called each day and give details about their ordering history, plus an on-screen notepad for the telemarketer (Joe's wife had a baby; the baby's name is ...etc.). The computer-telemarketer can appear to be very, very well informed to the customer. It also means that their productivity will be much greater because the computer is doing the tracking automatically.

Beyond 1990

No one can really look much past 1990. The one thing that is for sure is paper merchants will be selling paper products. Computerization in all its forms will help to improve productivity. As in the past, expansion will not be possible without it. Larger and more powerful mainframes will become the standard for chain operations in the '90s as will the smaller versions in the individual houses.

Sales people in the 1990s will find the computer an integral part of their work. Many merchants now attest to the fact that they couldn't get by without their computer system. By the mid–'90s, just as many sales people will be saying the same thing

Functional Area Expenses—High vs. Low ROTA Firms

The seven major operating expense areas for paper merchants (storage, handling, delivery, office, administrative, sales service, selling) are watched very closely. ROTA — Return on Total Assets analysis highlights the differences between high and low-profit firms.

The Association's annual Performance Analysis Report (PAR) is an in-depth financial analysis of paper merchant operations that tracks: sales, profitability, operating expenses, asset and financial management. Over 300 different ratios are developed by Management Foresight, Inc. of Columbus, Ohio, NPTA's financial consulting firm retained for the PAR survey.

Probably the most valuable ratio in the PAR is Return on Total Assets (ROTA). ROTA is a profitability measure which relates profit earned on sales to a firm's asset investment. Following is the ROTA formula:

$$\text{ROTA} = \frac{\text{Net Profit On Sales}}{\text{Total Assets}}$$

This measure, which evaluates a paper merchant's combined performance in two key areas, namely profit margin performance and asset management, is so vital that all companies participating in PAR are ranked as high, median or low ROTA firms. A "high" ROTA firm is one that has results mid-way between the very strongest and the median value. A "low" ROTA firm's results are at the mid-point between the weakest and the median value.

The *most* efficient or high-ROTA merchant in 1985 had combined total functional area expenses of about 76% of gross profits. These were industrial paper firms. High-ROTA printing paper firms had total expenses of 83.9% of gross profits and the best performing dual merchants had expenses equal to 89.6% of profits. By contrast, low-ROTA firms' expenses equalled 111.3% of gross profits for industrial merchants, 107.5% for printing, and 100.4% for dual firms. Refer to the Table for 1984 and 1985 functional expenses relative to gross profits.

Physical distribution costs (storage, handling, delivery expenses combined) accounted for a minimum of 20.1% of gross profits in 1985, for high-ROTA industrial firms (23.6% for low-profit companies). These expenses remained the same at 29.2% for high-ROTA dual houses and rose from 27.3% to 28.4% for high-profit printing paper merchants. High and low-ROTA firms differ significantly —there was a 77% spread between high and low-profit industrial merchants for storage/handling/delivery combined expenses in 1985.

Sales service (inside sales support, telemarketing, etc.) and selling costs (outside sales reps) ate up at least 33.8% of gross profit dollars during 1985, for the *most* profitable, printing paper houses (versus 34.1% in 1984). These expenses relative to gross profits accounted for 36.9% for industrial firms (down from 37.6% in 1984) and 35.3% for dual firms (33.4% in 1984). The *least* profitable or low-ROTA merchants had sales service and selling expenses of as much as 41.7% of profits.

Office expenses ate up an additional 8.7% of gross profits (at best). However, all three types of paper merchants managed to cut these expenses in 1985 (both high and low-ROTA groups). On the other hand, administrative expenses were up for all three groups, to 12.8% of gross profits at a minimum. Administrative costs relative to gross profits rose sharply for dual houses, from 9.9% to 15.1% for high-ROTA firms.

Industrial merchants had the lowest expenses (high ROTA group) relative to gross profits in every area except selling expenses. Printing paper firms had the lowest selling costs.

As one can see from the Table, the spread between the high and low-profit performers is significant, in excess of 100% in several areas such as storage, handling and sales service expenses. Obviously, depending on individual company style and mode of operation, a firm's results will differ from these industry averages. But, it is useful to compare yourself with your printing, industrial or dual merchant peers to see where your company falls between the best and worst performers in the industry.

Note: For additional ROTA information from the NPTA/MFI 1985 PAR survey, consult the 1986 edition of *Paper Merchant Performance*, or the Research Department.

QBCR THIRD QUARTER SURVEYS MAILED

More than 160 member locations participated in the second NPTA Quarterly Business Conditions Report (QBCR). For 24 companies, this was their first time reporting.

The third quarter survey forms have just been mailed. If you have not received yours, or would like more information, contact John LaRosa, director of research at NPTA headquarters: 516-829-3070. This is a free NPTA service.

Also note that the monthly NPTA sales, inventory and receivables report confidentially tracks these major areas by nine regions of the country and U.S. averages for printing and industrial paper distribution.

Each NPTA member location receives a monthly report on these industry trade activities at no charge. Participation is strongly encouraged. Contact John LaRosa for more details.

FUNCTIONAL AREA EXPENSE MEASURES FOR HIGH & LOW PROFIT FIRMS

(1985 vs. 1984 PAR Results)

Expenses	Low ROTA Firms		High ROTA Firms		Your Firm	% Spread Between High & Low ROTA Firms
	1984	1985	1984	1985		1985
Storage Expense As % *W.&I. Gross Profit						
Printing	8.89	9.95	5.60	6.52		52.6%
Industrial	6.01	7.58	4.44	3.69		105.4
Dual	8.14	5.10	7.24	7.98		36.1
Handling Expense As % *W.&I. Gross Profit						
Printing	13.45	13.07	10.55	10.99		18.9
Industrial	7.75	13.60	8.30	6.75		101.5
Dual	11.06	10.81	10.98	9.45		14.4
Delivery Expense As % *W.&I. Gross Profit						
Printing	13.24	15.19	11.17	10.88		39.6
Industrial	14.31	14.39	10.84	9.68		48.7
Dual	15.16	15.05	11.00	11.73		28.3
Office Expense As % Gross Profit						
Printing	13.44	13.02	10.46	8.75		48.8
Industrial	12.91	12.70	9.15	8.66		46.7
Dual	16.16	15.39	13.78	10.27		49.9
Administrative Expense As % Gross Profit						
Printing	18.57	18.36	10.81	13.72		34.0
Industrial	21.75	23.77	11.37	12.82		85.4
Dual	20.49	17.61	9.90	15.06		16.9
Sales Service Expense As % Gross Profit						
Printing	10.49	10.57	7.98	9.01		17.3
Industrial	7.58	9.15	5.10	3.48		162.9
Dual	10.11	9.42	7.48	7.06		33.4
Selling Expense As % Gross Profit						
Printing	30.08	27.38	24.86	24.06		13.8
Industrial	33.15	30.08	30.51	30.88		2.6
Dual	27.70	26.99	25.22	28.07		3.8
Sales Serv. & Selling Expense As % Gross Profit						
Printing	40.61	37.79	34.07	33.78		11.9
Industrial	42.16	41.69	37.57	36.85		13.1
Dual	38.19	39.46	33.35	35.27		11.9

*Warehouse & Indirect

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Paper Distribution's Volunteer Leaders

There are many members of the National Paper Trade Association, but few volunteer leaders. Fewer than 60 people hold positions of responsibility with NPTA. This is a special group that gives precious time for the betterment of the industry.

September 14, 1986, was the day that the membership of the National Paper Trade Association elected five industry leaders to hold positions of responsibility with the Association and asked one to extend his term on the board for another year. To confirm their elections, the chairman asked them to stand.

During the Annual Business meeting, others were recognized for their contributions to the work of the NPTA as their terms of office had come to an end.

Richard W. Abrams, president of the West Coast Paper Company, Seattle, WA, who was NPTA's chairman of the board for the 1985–86 year, presided at the meeting. Chairman Abrams asked those who completed their terms of office on the board to stand and receive their recognition. They were: Herbert Ginsberg, president, Grayco Paper Products Corp., Westbury, NY; George Jewett, president-Central Area, Mead Merchants, Cincinnati, OH; Herschel Maltz, president, Century Papers, Inc., Houston, TX; Richard A. Reeves, vice president, Hammermill Distribution Group, Erie, PA.

NPTA Leaders cut the ribbon opening the 50th Anniversary Paper/Plastics & Allied Products Exposition in Boston on September 13, 1986. (L–R) John J. Buckley, Jr., NPTA president; Richard W. Abrams, NPTA past chairman; Francis J. Houlihan, NPTA chairman; James B. Brame, Jr., NPTA vice chairman.

Francis J. Houlihan

For continuity sake, four members of the Association's 17-member board are elected each year to serve three-year terms. Also elected each year is a new treasurer who sits on the board's executive committee. The treasurer then moves through the chairs to become the chairman of the board—the top elected industry official. Elected as treasurer at the Annual Business meeting was James J. Swearingen, executive vice president, Paper Corporation of America, Valley Forge, PA.

This year, one of the board members was asked to extend his term on the board for one year. Herschel Maltz, president, Century Papers Inc., will serve an additional year to fill the seat vacated when Jim Swearingen was elected treasurer.

Frederick J. Stabbert, Hammermill Distribution Group, was re-elected to the board's executive committee and will serve as first vice chairman. He will continue to head up NPTA's Printing Paper Division. James B. Brame, Jr., president of the Brame Specialty Company of Durham, NC, was elected second vice chairman with responsibility for the Association's Industrial Paper Division.

Francis J. Houlihan, president of the Fleetwood Paper Company, Franklin Park, IL, was elected chairman of the board of NPTA for the 1986–87 Association year. (See the in-depth interview with NPTA's new chairman in this issue.) All terms of office run from one annual Convention to the next.

New Board Members Elected

Michael K. Olthoff, vice president of Nichols Paper & Supply Co., Muskegon, MI, was elected to serve a three-year term on the Association's board. Prior to his election, Mr. Olthoff served NPTA as a member, then chairman of the Young Executives Forum Steering Committee.

James R. Pieratt, chairman and president of the Gascon Paper Company of Cleveland, OH, was also elected to the board. He has served NPTA for three years as a member of the Association's Industrial Paper Division Committee.

Henry G. Phillips, president of Clampitt Paper in Dallas, TX, was elected by the membership to the board of directors. Previously, Mr. Phillips served as a member of NPTA's Printing Paper Division Committee.

Alfred M. Schlosser, president of the Lindenmeyr Paper Corporation, was also elected to serve a three-year term on the board. His company, which specializes in printing paper distribution, has offices in nine eastern cities.

After their election, all were charged with upholding the bylaws of the Association and to work toward the continued improvement of the paper, plastics and allied products distribution industry.

James J. Swearingen

The Changing of the Guard

As the elections were confirmed, Richard W. Abrams moved to the executive committee position of past chairman. This is an important position on the board because it is necessary to provide leadership as well as support for the newly-elected chairman.

But what becomes of the sitting past chairman when he is replaced? Chairman Abrams asked that Frank Viegas, president of The Dowd Company of Woburn, MA, be removed to "The Wax Works," an endearing term for the Advisory Council which is made up of all past chairmen. Viegas has now taken the leadership of that group.

The accomplishment of this task was Richard W. Abram's last official act as NPTA chairman.

Francis J. Houlihan's *first* official act as chairman of NPTA was to announce: "This meeting is adjourned."

A Strong Committee Structure

There are many others who deserve recognition for their tireless work on behalf of NPTA. They work on the many functioning committees. Following is a list of the Association's committees and chairmen:

Advisory Council
Richard W. Abrams

Education and Training
William Ochsner

Industrial Paper Division
James B. Brame, Jr.

Long Range Planning
Brent Grover

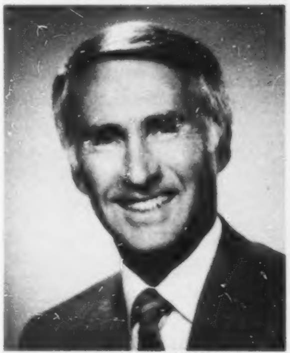
Management Information
Herb Brownett

Printing Paper Division
Frederick J. Stabbert

Young Executives Forum
Steven Ohrman

Michael K. Olthoff

James R. Pieratt



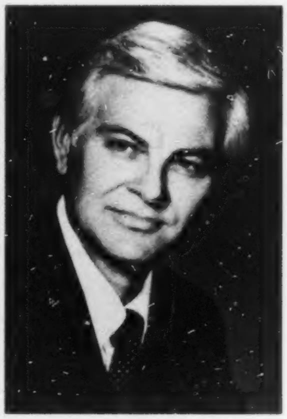
Henry G. Phillips

Alfred M. Schlosser

Dead Stock: The Profit and Control System Crippler!

This series is an excerpt from Gordon Graham's new book, Computerized Inventory Management for the Distributor-Updated!, planned for publication in 1987.

This is the second of three parts. *Phase 2: Identification*



By Gordon Graham

On the junk you already have, it's a bit late for "Prevention." (See Part 1: Prevention, September, 1986, *MN.*) The prevention defense failed to work. Someone made a judgement-call on this stock in the past, and it has turned out to be an expensive decision. Inventory "Control" misfired. All that's left now is inventory "Correction."

How many times, though, has a list been prepared in your company of items for disposition, only to have someone scream: "Oh, no! Don't get rid of that! I know we'll sell it sooner or later, and even if we don't, the customers would think we're going out of business if we don't have it on the shelf!" Hmmm...are you saying you must carry the stock for "show?" Are you in "Show Business" or the "Profit-Making" business?

Frankly, you can afford very little "show" stock. The only justification for having an item on the shelf is that customers buy it. If they've proven that they don't want it from you, then why keep incurring the 30% per year (or whatever) carrying cost? Couldn't you find a better use for the cash? You need a method to identify non-productive inventory that cuts into the junk and cuts out the arguing.

The Inventory Analysis Report

This analysis finds your productive and non-productive inventory investment. After calculating how much was sold at cost for each stock item over the last 12 months, the items are then sequenced by the answer. In the illustration, the best item sold $120,710 total at cost; the next best item totalled $105,119 for the year. Column C provides the cumulative percent of all stock sales represented by the first item; then the first and second together; then the first, second and third, etc. If your sales histories are complete and accurate, eventually this analysis will account for 100% of the stock sales over the last 12 months. (Note: This left-hand section illustrates the information you'd like also on any prospective supplier's line of products.)

The right-hand section gives the inventory picture. The current inventory investment for each item is shown in units and dollars, while Column E develops the cumulative percent of all inventory dollars as you move down the list. In the example, when 100% of sales is reached in Column C, only 61% of the inventory dollars are accounted for in Column E. Let's say that another way: It required only 61% of the inventory investment to generate 100% of the stock sales! ...which means that the other 39% of the inventory dollars generated how many sales? ZERO!

The items below the 100% sales line generated nothing, and if the company disposed of them, what would be risked? Let's go farther, though. If we moved back up the listing to the 99% sales point, what kind of items will be found in that last 1% of sales? You guessed it...the dogs! Stuff that for the entire last year sold $2.16 worth, or maybe $9.67, or even $.59 worth. But how much of the inventory might be sitting there to develop that last 1% of sales? In many companies, it's as much as 10%! In the illustration, that would mean 99% of the sales are generated by 51% of the inventory dollars!-49% of the inventory provided 1% of sales!

Of course you're thinking: "Our inventory isn't like that! 99% of our sales would require a much higher percent of the total inventory investment!" Want to bet? Why not run this analysis and find out? You may just get the shock of your life. One distributor president heard all this in a training session and was certain his situation was nothing like the one above. He was right. After running the analysis, he called me from the Coronary Unit. 88% of his sales came out of only 17% of the inventory. It was far worse than my example. You'd better run your company analysis before you decide: *"Ours couldn't be that bad!"*

Now What?
What's Done with Items Below 99% of Sales?

The next step is to list all items below the 99% sales line. Send the list to sales with these instructions:

Inventory analysis report

	(Section 1) Sold over the past year				(Section 2) Still in stock		
	A	B		C	D		E
Item No.	Units sold in past year	Cost per unit	Extension (A × B)	Cumulative % of all sales	Units now in stock	Units × unit cost (B × D)	Cumulative % of total inventory
12346	1247	$96.80	$120,710	0.008%	196	$18,973	0.020%
45678	15,436	$6.81	$105,119	0.015%	3214	$21,887	0.043%
34629	18	$2456.10	$44,210	0.020%	3	$7,368	0.050%
(This list continues until the figures under Cumulative % of all sales (Column C) totals 100%.)							
etc.	etc.	etc.	etc.	etc.	etc.	etc.	etc.
327345	1	$0.18	—	100%	516	$93	61%

(The significant figure is 61% in Column E. This indicates that (100% − 61% = 39%) 39% of the inventory didn't sell.)

Rationale:

- The report shows an entry for every stocked item in this branch. The first item listed is the one that enjoyed the highest sales (units × unit cost) during the previous 12 months. The second item listed is the second best selling item in terms of total value moved through the inventory. The listing continues through many pages until all sales of all stock items are accounted for. Many items at the end of the list will show no sales activity at all.
- The right-hand section of the report shows the current inventory investment for each item listed and a running cumulative percent as the list progresses of how much of the total inventory investment has been accounted for to this point.
- The astute reader may have already guessed what this analysis will reveal. When 99%, for example, of the sales at cost for the year (through stock) has been reached on the list, what percent of the total inventory investment will have been accounted for? 60%? . . . or 53%? . . . or hopefully, 90%?
- The analysis identifies all stock items that are contributing less than 1%, or 5%, or whatever level you select of the sales. You could get rid of all those items and risk losing only 1% of the sales you experienced during the last 12 months. A branch manager might really want to argue this statement. "We have to keep that stock of item 908762 to assure that we'll get the good stuff XXX Mfg. buys from us!" No problem. Keep it. Keep every one of the items someone can give a specific reason for retaining. But get rid of all the rest. The fact is: They are contributing nothing!
- In too many distributors' inventories, as much as 30% or 40% of the total investment may be below the 100% sales line. Zero turns per year. No sales activity at all. Obviously, these are the candidates for disposition. Realistically, you should cut more deeply. Items below the 98% sales line ought to be dropped from stock as a general rule.
- Often, a distributor will keep a stock item active if one unit sells in a year's time. More than likely, he could have supplied the item on a special order to the manufacturer and his customer would not have complained. But because one piece sold, the item stays on the shelf for another year.

Ladies and gentlemen, our company plans to dispose of all inventory on this list (one way or another) unless your people provide very specific reasons, on an item-by-item basis, why some should be kept in stock.

Certainly, there are good reasons why selected items should be kept:

1. The item is new. It really shouldn't have been included in the study because there's not yet 12 months of sales history on it.
2. An item "supports" other products sold previously. Repair parts often fall in this category. A designated parts list is maintained in stock, under either a legal or moral obligation to the customers who bought primary units...whether the parts sell or not. The obligation usually has a time limit, however.
3. An item on the shelf...even though non-moving...causes major customers to buy many other profitable items. This logic (for continuing to stock a dog) will be overused by sales. Require specifics: Which customers buy what other items just because the dog is also available from stock?
4. The item is "protected" stock for a major customer. It's been set aside for just that one account, to be maintained in stock whether he ever buys any or not...or until the agreement expires. Systems contract inventory can be of this type.

A good reason is not: "Boy, we sure used to sell those!" That's not news! In fact, it's the problem...not a valid reason for keeping the item! Neither is: "That customer has shut down production of the products that use these stock items. If they start up again, they'll expect us to have them!" How long are you going to sit on the non-moving items waiting? A year? ...two years? At 30% holding cost per year! Better that you rid yourself of the stock now, and add it back if the customer ever does need the items in the future.

How Much Can Sales Justify Keeping?

If you now have 10,000 items in stock, the stuff below the 99% sales line could well total 4,000 items. Of these, sales will likely have valid and acceptable reasons why 10% of the list (400 or so) should be kept. Fine, keep 'em all! Keep every stock item that sales feels, with reasonable logic, that shelf stock must be maintained. The intent of the Dead Stock Program is not to cripple the company. It's to get rid of the non-productive inventory investment with a minimum of risk to sales.

The Other Foundation: Accurate Sales Histories

In my training sessions, I emphasize two critical foundation stones needed to support an effective system. The first is accurate records of what's on the shelf. The foundation is important here also, but the other one is even more important in a Dead Stock Identification exercise. Can you imagine how silly you'd feel to list a bunch of items, telling sales "these don't move," and that you intend to get rid of them...only to have some salesman hand you a bunch of sales order copies with the items shown? "Hey, look here!" the salesman says. "I told you we sell these! Your stupid computer has always been fouled up. It doesn't show these sales at all!"

If your sales and transfer histories on stock items are incomplete; if stock items get coded as non-stock because someone didn't want to look up the part numbers; if paperwork is often processed around the computer; well...you can throw your Inventory Analysis Report in the trash. You'd be laughed out of the building when you showed it to sales. The second foundation stone, accurate, complete, timely sales histories for all stocked items, is vital to the success of your dead stock identification phase.

Next Month:
Phase 3:
Coordination
and
Phase 4:
Disposition

New Law Requires Continuation of Employee Health Care Coverage

With enactment of the Consolidated Omnibus Budget Reconciliation Act (H.R. 3128), most employees now have the right to continue group health care coverage under their employer's health plan if they retire, resign, are laid off, or go from full-time to part-time status. An employee's spouse and dependents are entitled to continued coverage upon the employee's death, entitlement to Medicare, or following a divorce or legal separation. In addition, dependent children become eligible for continued coverage when they reach the maximum age for coverage under the group health plan.

Continuation of employee health care after employment ceases is part of the new regulation that is effective for employer plan years beginning on or after July 1, 1986. Many issues remain unclear pending the release of the regulations, reports the National Association of Wholesaler-Distributors (NAW).

What follows is a general discussion of the new continuation rules.

Scope of Law

The new health care continuation rules apply to nearly all employers. The chief exceptions are church plans, small employers (generally under 20 employees), and certain federal government entities.

The law does apply to both insured plans and self insured plans. The same health care benefits as provided to similarly situated active employees must be continued to qualifying employees and their beneficiaries. The types of coverage include medical, dental, vision, hearing, and prescription drug plans. The law does not apply to disability plans.

Election Period

The period during which continuation of coverage may be elected (a) must begin not later than the date coverage would otherwise terminate, (b) must last at least 60 days, and (c) may not end earlier than 60 days after notice to the qualified beneficiary of his continuation rights or, if later, 60 days after the date on which coverage ends due to a qualifying event.

Employees who leave their company or go from full-time to part-time status are eligible for 18 months of continued coverage.

Cost for Continued Coverage

The employer may charge an employee or beneficiary the full cost of continued coverage, based on the cost for a "similarly situated" beneficiary, plus a 2% surcharge for additional administrative costs. Different rules apply for employers depending on whether the plan being offered is insured or self insured. There is strong concern that the surcharge will not cover the actual cost for continued coverage. Those people who elect continued coverage will likely be the ones who need it and will use it.

Notice to Covered Employee and Spouse

In accordance with regulations, employers are required to provide written notice to all employees and spouses who currently are covered under the group health plan at the beginning of the first plan year occurring on or after July 1, 1986. Written notification also is required when an employee or beneficiary becomes eligible for the continued coverage.

The new federal legislation is in most cases more stringent than state law so compliance with the federal law may satisfy state law requirements. It is unclear whether, and to what extent, a state law will continue to apply.

Penalty for Failure to Comply

If an employer does not meet the continuation requirements for its health plans, the employer cannot take a deduction for any of its health plan contributions, and income will be imputed to highly compensated employees for the employer contribution made on their behalf.

The plan administrator who fails to give the required notice to an employee or beneficiary is also subject to a penalty payment of $100 per day of delay.

Conclusion

This discussion represents only the tip of the iceberg, says NAW. The new continuation rules are exceedingly complex in their application to specific situations. Employers will need to evaluate their particular circumstances carefully in conjunction with counsel and insurance advisors to determine how to bring plans into compliance with the new rules.

PRODUCER PRICE INDEX TRENDS

In the April, 1986 issue of *MN*, printing and writing paper producer price indexes for various grades were tracked for year-end 1985. This information, from the Bureau of Labor Statistics, is continued here as an update through May, 1986. The total printing and paper category index was up to 298.9 in May, compared to 295.3 in November of 1985.

MONTHLY SALES AND INVENTORY TRENDS

In the May issue of *MN*, the Activity page presented monthly data from the United States Department of Commerce concerning merchant wholesalers' sales, inventories, and stock/sales ratios for 1985. This article is an update of these sales/inventory trends through May 1986 (latest data available). The "Monthly Wholesale Trade" Current Business Reports, published by the Bureau of the Census, are the source of the information.

As one can see below, the stock/sales ratio stood at 1.01 as of May 1986, and has been slightly lower than last year's levels—a good sign that merchants are keeping inventories lean. When looking at 1986 monthly sales, 1986 started out with a bang. Paper products sales were up 15% over January, 1985. Sales were strong into March (up 10.8% over same month in 1985), but these increases had moderated to a 6.9% gain by May. The same was true for inventories, up 12% in January, falling to a year-to-year gain of 5.8% by May.

Monthly Sales, Inventories, And Stock/Sales Ratios Of Merchant Wholesalers (1986 vs. 1985)

Total Paper & Paper Products
(SIC Code 511)

	Sales		Inventories		Stock/Sales Ratio	
	1986	1985	1986	1985	1986	1985
	($ Millions)					
January	$3,197	$2,774	$3,154	$2,816	0.99	1.02
February	3,127	2,822	3,143	2,903	1.01	1.03
March	3,164	2,853	3,188	2,915	1.01	1.02
April	3,184	2,935	3,170	3,026	1.00	1.03
May	3,049*	2,851	3,074*	2,905	1.01	1.02

*Preliminary estimate

LET MN KNOW

Those interested in monthly reports on industry activity should let *MN* know of their interests. NPTA director of research, John LaRosa, compiles the monthly "Activity" page for *MN*. If there are specific trends, statistics or industry data you would like to see tracked in *MN*, call or write NPTA *Management News*.

PRINTING & WRITING PAPER PRODUCER PRICE INDEX TRENDS BY SELECT COMMODITY GRADES

(Index Base 1967 = 100 unless otherwise noted)

End of Month: 1986

TYPE PAPER	Jan.	Feb.	Mar.	Apr.	May
Total Printing & Writing Paper (Except Newsprint & Packaging)	295.3	295.6	295.5	297.8	298.9
—Uncoated Publication & Printing(1)	239.7	242.5	240.7	241.5	241.7
—Printing Paper, Coated 2-S, #3(1)	234.2	233.8	233.8	233.8	233.8
—Printing Paper, Coated 2-S, #5(1)	286.6	279.6	279.6	279.6	277.1
—Printing Paper, Coated 2-S, Other(2)	122.4	121.3	121.4	121.0	121.3
—Book Paper, #3 Uncoated(2)	270.4	270.7	270.7	276.2	276.8
—Other Book Printing Paper, Uncoated	98.0	98.0	98.0	102.0	102.0
—Form Bond, 15 Lb.(3)	129.1	134.8	134.8	140.4	140.4
—Other Form Bond(2)	92.4	95.6	95.4	98.3	98.3
—Cover Text(2)	118.5	118.5	118.5	118.5	123.2

(1) 12/73 = 100 (2) 6/81 = 100 (3) 12/75 = 100

Source: U.S. Dept. of Labor, Bureau of Labor Statistics, Producer Price Indexes.

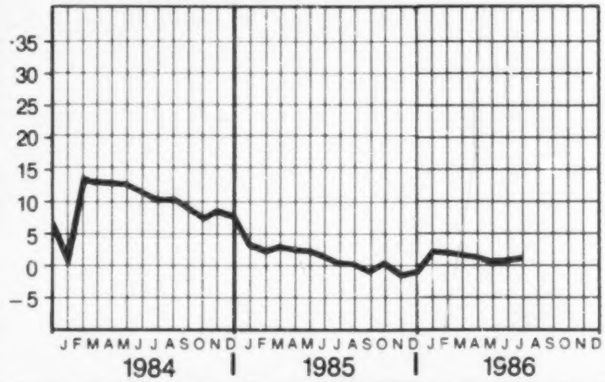
SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

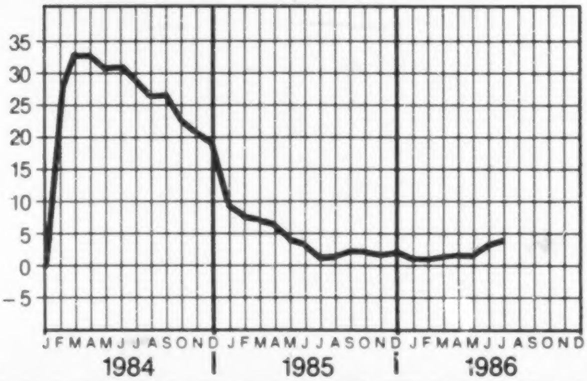
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



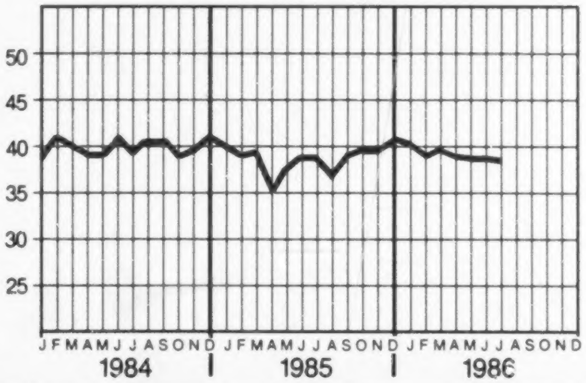
PRINTING PAPER SALES NATIONALLY



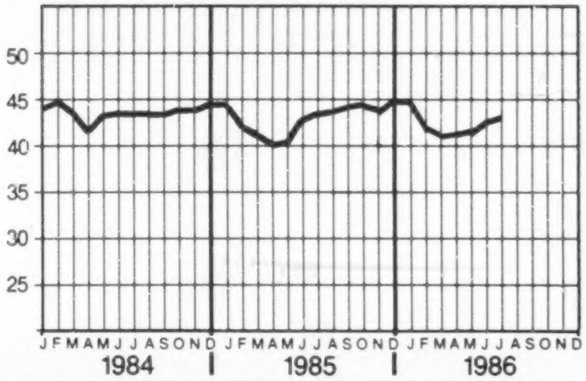
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



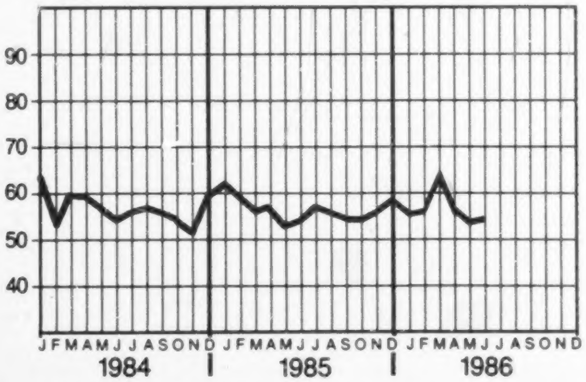
PRINTING PAPER RECEIVABLES NATIONALLY



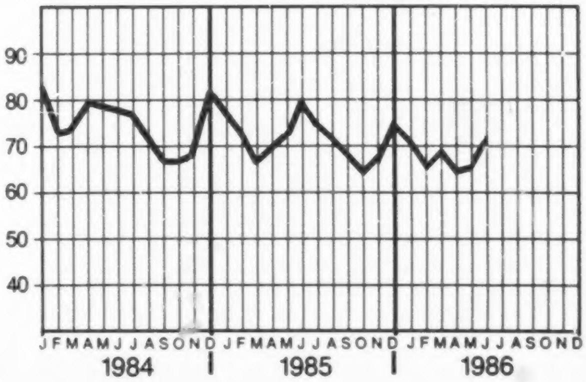
INVENTORY INFORMATION

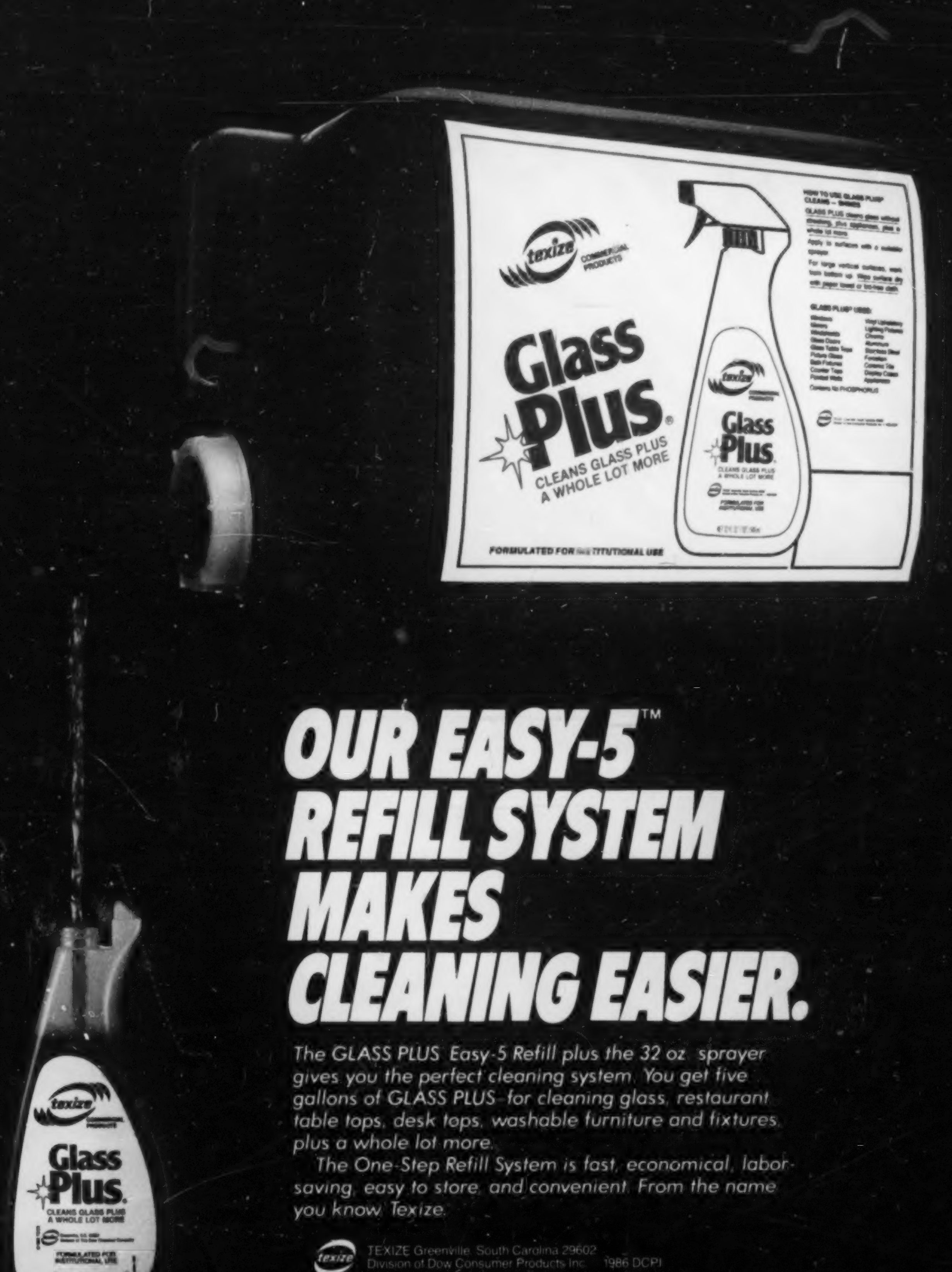
CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY

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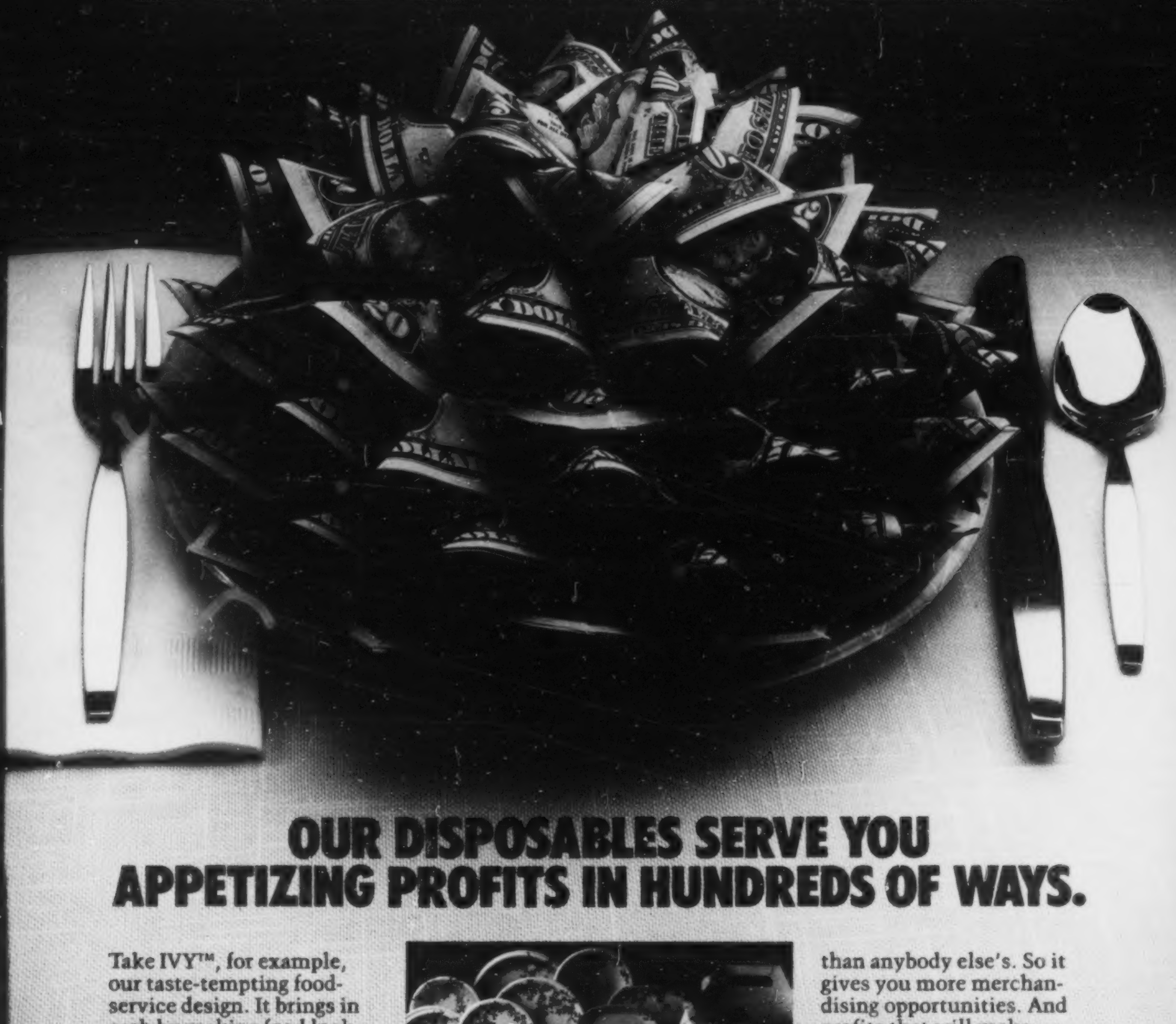

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